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**NAVAL POSTGRADUATE SCHOOL**



# **FACULTY HANDBOOK**



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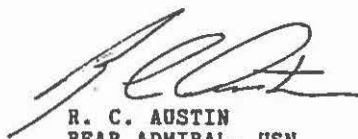
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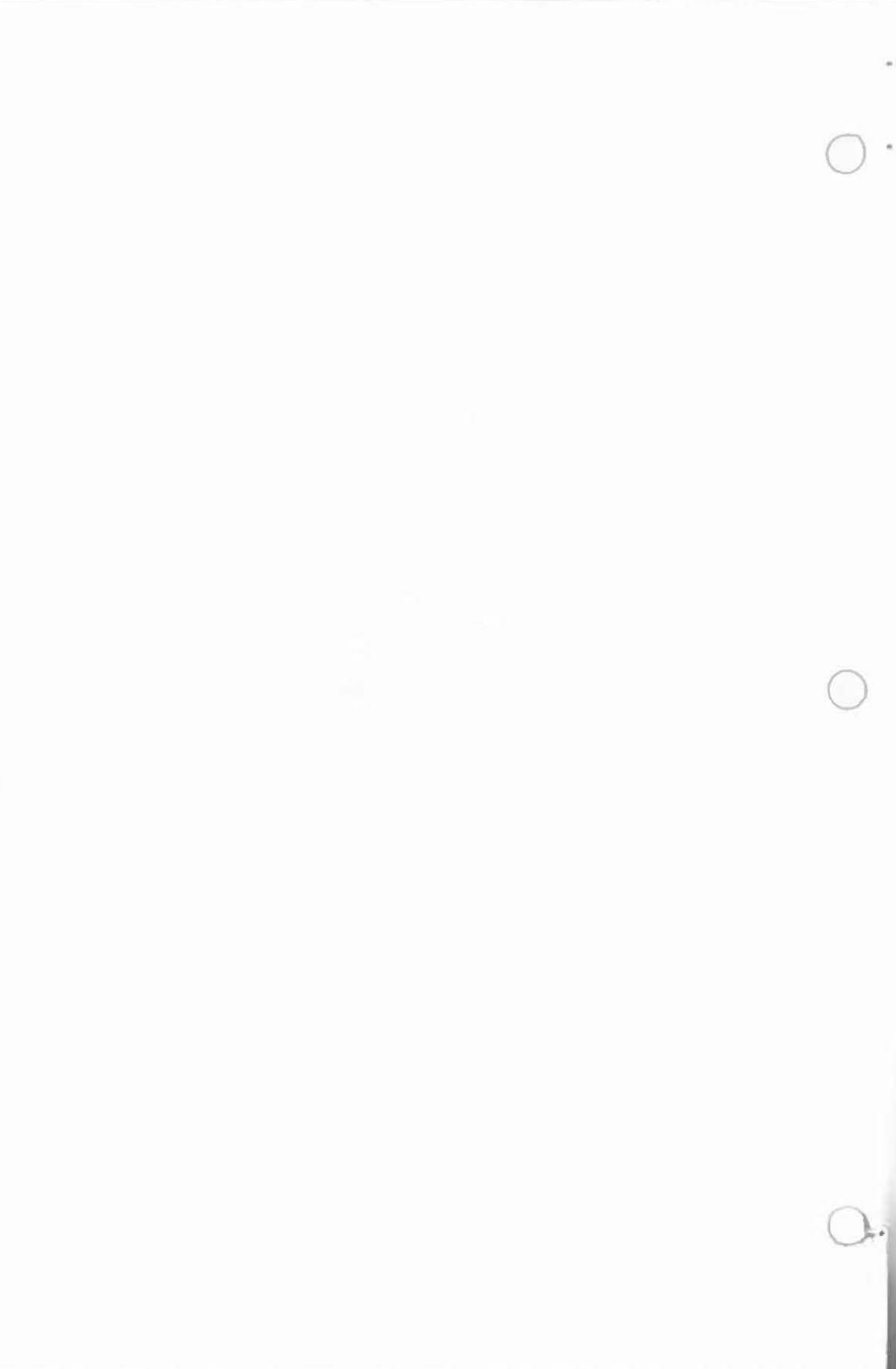


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REVIEWED AND APPROVED

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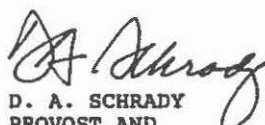
R. C. AUSTIN  
REAR ADMIRAL, USN  
SUPERINTENDENT



FOREWORD

THIS HANDBOOK SETS FORTH THE SCHOOL POLICIES AND PROCEDURES RELATING PARTICULARLY TO THE FACULTY. IT DOES NOT INCLUDE REQUIREMENTS FOR DEGREES OR DESCRIPTIONS OF CURRICULA, WHICH ARE FOUND IN THE POLICY MANUAL OF THE ACADEMIC COUNCIL AND IN THE SCHOOL CATALOGUE. OTHER SCHOOL INSTRUCTIONS HAVE BEEN REFERENCED, AND ARE DUPLICATED ONLY WHEN ESSENTIAL. THE POLICY REGARDING APPOINTMENT, PROMOTION, SALARY AND TENURE OF OFFICE OF CIVILIAN MEMBERS OF THE FACULTY IS INCLUDED AS APPENDIX A

THIS HANDBOOK HAS BEEN PUBLISHED IN LOOSELEAF FORM TO PERMIT REVISION WHEN REQUIRED.



D. A. SCHRADY  
PROVOST AND  
ACADEMIC DEAN



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## THE NAVAL POSTGRADUATE SCHOOL

The Naval Postgraduate School was established in 1909 to meet the advanced educational needs of naval officers in marine engineering. Since that time, the academic programs of the School have evolved to meet the changing needs of the Navy and the Department of Defense. The student body has grown to include U. S. military officers from each of the Services, U. S. government civilians and international officers from more than thirty nations. The programs of study depend on the academic disciplines of eleven academic departments and the interdisciplinary melding from four academic groups.

Through the years, the School has carefully nurtured quality educational standards to meet the needs of its select student body. Unlike most graduate schools, the future employment and career progress of the graduates is understood. This provides a unique opportunity to tailor graduate programs to meet specific professional demands in a quality educational experience.

The broad responsibility of the Naval Postgraduate School toward the advanced education of naval officers is reflected in its mission:

"To conduct and direct the advanced education of commissioned officers, and to provide such other technical and professional instruction as may be prescribed to meet the needs of the Naval Service, and in support of the foregoing, to foster and encourage a program of research in order to sustain academic excellence."

The mission of the Naval Postgraduate School establishes the continuing requirements for the combination of excellence of academic programs and responsiveness to change and innovation in the technology and management of the Navy and the Department of Defense.

On 23 May 1986 the Secretary of the Navy issued SECNAV INSTRUCTION 1524.2 which updated and clarified the policies concerning the Naval Postgraduate School. In it he emphasized that:

The NPS exists for the sole purpose of increasing the combat effectiveness of the Navy and Marine Corps. It accomplishes this by providing post-baccalaureate degree and non-degree programs in a variety of subspecialty areas not available through other educational

institutions. The NPS also supports the DoN through continuing programs of high-level naval and maritime research and through the maintenance of an expert faculty capable of working in, or as advisors to, operational commands, laboratories, systems commands, and headquarters activities of the Navy and Marine Corps.

The contributions of a degree-granting NPS to the combat effectiveness of the Navy and Marine Corps reflect:

- o Its ability to develop and offer unique curricula -- e.g., antisubmarine warfare, electronic warfare, weapons engineering, command, communication and control and naval intelligence.
- o The ability to handle classified instruction and research.
- o Its flexibility in tailoring general educational subjects to the particular interest of the military, -- e.g., organization, space technology, and manpower management.
- o The ability to structure curriculum and course sequences to meet professional need and maintain officer warfare specialty with minimum time away from professional responsibilities.
- o Its ability to meet DoN requirements rapidly and effectively, by creating and adapting relevant programs, and terminating obsolete programs.
- o The benefits of bringing together officers from the four services, increasing the professional dialogue among officers engaged in related efforts to solve significant military problems.
- o The cultivation of a unique pool of specialized faculty whose teaching and research expertise is particularly relevant to the military.

The major instrument used by the school to implement its academic program is its faculty. The unique mission of the NPS and the special character of the student body demand a premium on excellence of instruction. The students' anticipated application of their knowledge to future defense problems requires the faculty to be aware of current scientific and technical problems faced by the Defense Department and cognizant of the areas in which future interest may develop. Each program of study at the School has a Flag Officer sponsor who oversees the career and

utilization assignments of the naval officer graduates. Both formal and informal dialogue between the School and these subspecialty sponsors provide an invaluable constructive mechanism to determine evolving educational needs.

Providing the educational skill requirements of the program sponsors is the primary instructional objective of the graduate academic programs of the School. The awarding of degrees is a by-product of this effort. However, it is highly desirable to the Services and individual students that the scholarly achievements of the students be rewarded by conferring the appropriate academic degree. The courses of study, although tailored to meet the particular needs of the Navy and the Department of Defense, fulfill faculty-established standards for academic degrees.

In keeping with its mission, the School fosters a research program to benefit the students' educational programs, to stimulate and encourage individual professional development, and to attract and retain a talented faculty and to examine frontiers of knowledge for needs of the service. The School enjoys a comparative advantage in its ready access to the entire Naval establishment including laboratories, offices, and operating forces.

The Naval Postgraduate School's excellent relations with the naval laboratories and sponsors of school curricula benefit its research programs. In general, individual and group research projects, which may be interdisciplinary, are supported by agencies of the Department of Defense and by the National Science Foundation, with the Office of Naval Research (ONR) the single largest research sponsor. In addition, a separate ONR-funded Foundation Research Program supports and encourages the development of ideas and competence which can be proposed subsequently to potential sponsors for direct support. A special benefit of the School's research program is the opportunity for all students to gain research experience by performing supervised thesis study in basic or applied areas of interest to the Navy and other Defense organizations.



## THE STUDENTS

The Naval Postgraduate School student body consists primarily of U.S. Naval Officers, but also other U.S. military officers, U.S. Government civilian employees, and international officers. Officers must have demonstrated both intellectual and leadership potential to warrant the government's investment in their higher education. They are mature, career-oriented individuals who realize that the graduate education programs provide the technical and managerial expertise needed in demanding billets, solve operational problems and employ modern weapons systems. Their goal is to qualify as a subspecialist and complement their primary (warfare or staff) specialty.

In general, four or more years will have elapsed since the student's undergraduate education. These years will have been spent undergoing training and acquiring operational experience in a warfare specialty. In some cases, the return to an academic environment requires an extensive review to re-establish the student's academic proficiency. Further, officers have developed new interests as a result of their experience and may chose to pursue advanced education in fields other than their undergraduate majors.

These unique characteristics of incoming students require that academic programs be adapted appropriately. Flexibility in academic course sequencing permits adjustments in the course selections offered individuals. Officers who validate sufficient courses may also complete the curriculum early. This academic tailoring is warranted due to the significant investment that the mature and experienced students represent. Each must be provided the opportunity for maximum personal development within a quality educational environment.

## EDUCATIONAL POLICY

On 24 May 1986 the Chief of Naval Operations issued a policy statement on graduate education. Because of its importance, the policy statement is reproduced in its entirety.

## GRADUATE EDUCATION POLICY

"General: Because we face ever increasing complexities in technological, managerial, and political/economic fields which affect the Navy, we need officers with a solid intellectual capacity and the vision to capitalize on evolving technology and developments. This requires officers capable of original thought and the capacity to synthesize broad areas of knowledge, analyze

complex issues, and appreciate the distinction between what is theoretically possible and actually achievable. Investment in graduate education must be pursued as a priority, even in the face of fiscal austerity and competing demands for our junior officers.

Subspecialty system: Subspecialty requirements are the primary means of defining Navy's needs for graduate education programs. Requirements will be validated every other year in a zero-based review that ensures: (1) requirements are not overstated, (2) each subspecialty has a pyramidal structure that fosters a healthy career progression, and (3) subspecialty billets are distributed throughout sea and shore activities to derive maximum benefit from the subspecialist inventory.

The number of unique subspecialty fields is to be held to a minimum, as is the number of supporting curricula. As a general rule, we will consider consolidating or eliminating other subspecialties to avoid proliferation and ensure efficiency of the system before a new subspecialty is added.

Officer participants: The fully funded graduate education programs are intended primarily for lieutenants and lieutenant commanders who have demonstrated superior professional performance and the intellectual capability to complete a rigorous academic program. These academic programs are designed to equip officers with enhanced intellectual and analytical capacity and make them more skillful warriors and specialists. Our goal is to achieve 20 percent of the officer corps with a graduate level subspecialty.

Education: The intention of graduate education is to prepare an officer for a long career of contributions. Therefore, the tendency to train officers for their next assignment must be balanced by graduate education which furthers their ability to contribute. Program length will normally be two years or less to limit costs.

Officers selected for fully funded graduate education will usually be assigned to study at the Naval Postgraduate School (NPS). NPS programs will be maintained with a predominant emphasis on scientific and engineering subjects. NPS will also provide a program of continuing education so prospective students can improve their knowledge and graduates can maintain currency. For those curricula not offered at NPS, officers will be sent to quality civilian or DoD institutions approved by the appropriate program sponsor. This effort is also managed by NPS.

Other programs, either full time (such as the Advanced Education Program) or off duty, will be supported for officers who desire graduate education but are unavailable for fully funded education because of career patterns or personal desires.



Utilization: Officers with subspecialty codes will be assigned to a subspecialty billet as soon as practicable after their designation. URL officers will normally be assigned to an operational billet after graduation, but should be assigned subsequently to a subspecialty billet at their first shore tour following graduation. Officers should expect to serve multiple tours in their subspecialty fields during their careers.

Review: Several reviews are in place and will continue to ensure graduate education programs directly support the Navy's needs. These include a biennial review of each curricula by the sponsor, a biennial flag level validation of all subspecialty billets, and an annual flag level review of Navy's graduate education chaired by the Vice Chief of Naval Operations. In addition, a Board of Advisors appointed by the Secretary of the Navy will assess annually the effectiveness with which NPS is accomplishing its mission."





## SCHOOL STRUCTURE

The Naval Postgraduate School is a shore activity in an active operational status under a Superintendent who is a line officer of flag rank, under the command of the Chief of Naval Operations. The Naval Postgraduate School is subject to the area coordination authority of the Commander-in-Chief, U. S. Pacific Fleet.

## ORGANIZATION AND ADMINISTRATION

The organization chart of the Naval Postgraduate School is shown on Page III-4. The organization of the School combines the administration of the traditional academic functions of a university with the functions of a military activity. A brief description of the positions of the academic officials follows. A complete assignment of duties of all officials of the School is set forth in the NPS instruction 5400.2 (series), a copy of which is maintained by each department.

The Superintendent. The Superintendent is a flag officer of the Line and is the Chief Executive of the Naval Postgraduate School. He is responsible to the Chief of Naval Operations for all fully-funded graduate education within the Navy conducted at the Naval Postgraduate School and at the civilian universities which are utilized. The determination of policy stems from the command authority of the Superintendent, who is responsible for the accomplishment of the School's mission.

The Provost/Academic Dean. The Provost/Academic Dean is appointed by the Secretary of the Navy for a five-year term on recommendation of the Naval Postgraduate School's Operating Council. The Provost/Academic Dean is the chief educational officer of the School and with the Superintendent, is responsible for all academic matters and in the absence of the Superintendent, acts in his behalf for those matters not related to the functions of the military chain of command. Responsibilities include formulating and implementing academic policies consonant with accreditation standards and the needs of the Navy, maintaining high performance standards of the faculty, reviewing and planning for all education areas and their professional application, and liaison in educational affairs with appropriate agencies, activities, and societies.

The Director of Programs. The Director of Programs is in the chain of command and responsible for the administration of the curricular operations of the School and is the senior military officer for military personnel assigned as students and those assigned to curricular or academic duties. The Director of

Programs reports to the Superintendent and coordinates with the Provost/Academic Dean on all academic matters. His responsibilities include:

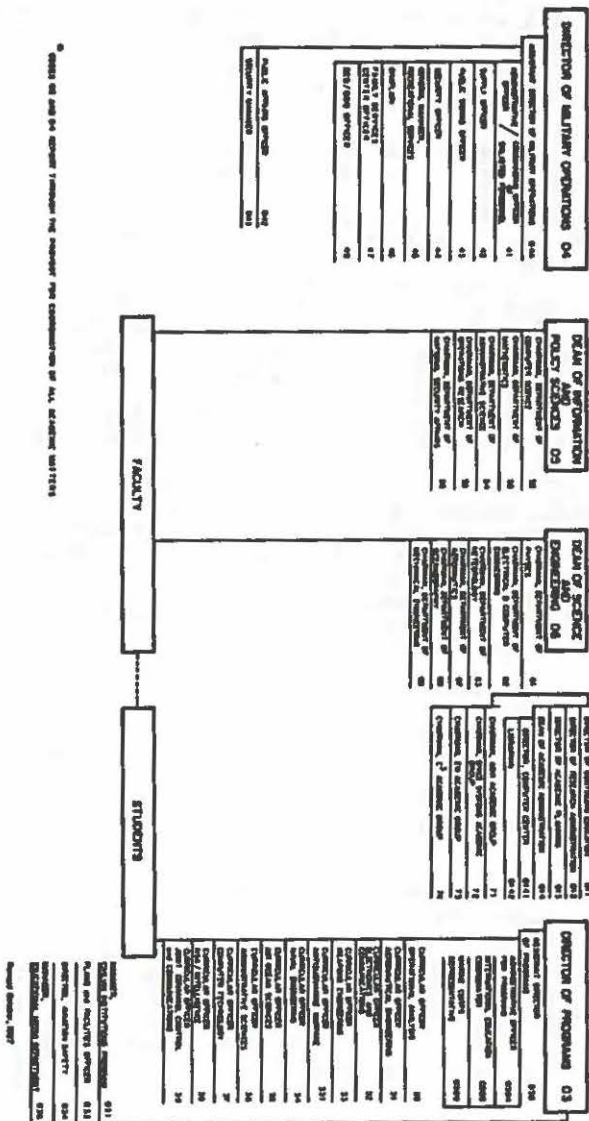
- a. the planning, development and evaluation of curricular programs including those conducted at civilian institutions as specified by the Chief of Naval Operations (OP-01), in coordination with the Division Deans,
- b. exercising operational and supervisory authority over the Curricular Officers and students assigned thereto, including the establishment of common policies and procedures for the Curricular operation,
- c. ensuring through periodic reviews that the stated objectives of each curriculum are current and that they reflect the educational skill requirements of the various sponsors,
- d. ensuring continuing liaison with curriculum sponsors,
- e. acting as Resource Manager for billets, personnel and dollar assets assigned to the Programs Division,
- f. maintaining Average-on-Board (AOB) statistics and current Prospective Rotation Dates (PRD) on students, and
- g. coordinating, as required, with the Chief of Naval Operations (OP-01) and the Commander, Naval Military Personnel Command (CNMPC) on student input procedures.

Division Deans. The Dean of the Division of Information and Policy Sciences and the Dean of the Division of Science and Engineering, each of whom holds the rank of Associate Dean, are appointed by the Superintendent on the recommendation of the Provost/Academic Dean for a specific term not to exceed three years. Under the Academic Dean, the Division Deans:

- a. Work with the Department Chairmen to plan, conduct, and administer educational programs assigned to the Division.
- b. Supervise the Chairmen of the Academic Departments assigned to the Division.
- c. Insure an effective evaluation of instruction is carried out and that timely follow-up is taken on identified needs.
- d. Evaluate overall quality and need of the "Masters" thesis as a contribution to the School and Navy program.

- e. Recommend to the Provost individuals for appointment to the faculty after receiving the recommendation from the Department Chairman.
- f. Recommend to the Provost individual faculty for promotion, tenure and pay raises where such a recommendation has been made by the Department Chairmen.
- g. Develop, in conjunction with the Chairmen and the Director of Research Administration, division research plans.
- h. Coordinate the liaison with the Department of Defense research and development facilities, the National Science Foundation, other government agencies which engage in research, and private contractors for research.
- i. Identify and develop additional research contacts, and coordinate faculty research initiatives.
- j. Approve research proposals and encourage the development of research programs in the Division and evaluate the results of research programs annually.
- k. Prepare and submit budget, manpower and facilities requirements for their divisions in accordance with the Planning, Programming and Budgeting System (PPBS) procedures.
- l. Manage all resources assigned to the Division including budgets, manpower, and physical facilities.
- m. Recommend to the Provost individuals for appointment as Academic Associates for Curricula assigned to their division and coordinate with the Director of Programs in the supervision of Academic Associates in the Curricular Offices associated with the Division.
- n. Coordinate with the Director of Programs in the development of new curricula.
- o. Support Chairmen in developing and implementing personal development programs for staff members assigned to the Division.
- p. Co-chair the Research Council.

Dean of Academic Administration. The Dean of Academic Administration holds the rank of Assistant Dean. The Superintendent makes the appointment based on the recommendation of the Provost/Academic Dean for a specific term not to exceed



three years. As the principal assistant to the Academic Dean in matters concerning student admissions, academic records, scheduling of classes, library services, computing facilities, thesis processing and distribution, publication of school catalog and development of management information systems, the Dean of Academic Administration:

- a. Supervises the Director of the Computer Center, Librarian, Registrar, Scheduler, Director of Admissions, and Director of Information Services.
- b. Manages all resources assigned including budgets, manpower and physical facilities.
- c. Prepares and submits budget, manpower, and facilities requirements for assigned areas of responsibility in accordance with the Planning, Programming, and Budgeting System (PPBS) procedures.
- d. Is Secretary of the Academic Council and advises the Academic Council on curricular matters and academic standards, as requested.
- e. Acts as Chairman of the Computer Advisory Board and serves as a member of the Information Resources Management Executive Board.
- f. Directs School planning for computing and prepares annual Naval Postgraduate School budget for ADP.
- g. Administers the Institution's Life Cycle Management Program for computing equipment.
- h. Supervises thesis processing for printing and distribution.
- i. Supervises the preparation of the School catalog and academic statistical data for internal and appropriate external distribution.
- j. Serves as a position manager and a resource manager for all codes under the Dean of Academic Administration.
- k. Supervises the ADP Security Officer.

Director of Academic Planning. The Director of Academic Planning assists the Provost/Academic Dean in planning and organizing academic affairs and provides staff support to the Division Deans as required. Responsibilities include:

- a. Preparing and supervising the execution of the Faculty Budget, including establishment of recruitment ceilings in coordination with the Division Deans and the Academic Department Chairmen.
- b. Coordinating with the Division Deans and Department Chairmen on faculty offers of employment.
- c. Acting as liaison with Department Chairmen and Director of Programs on the assignment of military instructors.
- d. Providing long-range academic planning, including the forecasting of future faculty requirements.
- e. Providing staffing associated with the preparation of executive correspondence as required by the Provost/Academic Dean and the Division Deans.

Director of Research Administration. The Director of Research Administration, under the Provost/Academic Dean, provides staff support to the Division Deans for their Division research activities. In providing this administrative support, the Director:

- a. Implements policies governing research at NPS.
- b. Administers NPS research funds, oversees the proposal process, the expenditure of funds and the reporting of results.
- c. Coordinates with the Comptroller's Office on budget displays and financial matters related to research funds at NPS.
- d. Prepares Planning, Programming, and Budgeting System (PPBS) document submissions for Division Dean approval.
- e. Together with the Division Deans establishes and maintains contacts with the DoD R&D community, with NSF, and with other agencies engaged in research of interest to NPS.
- f. Acts as Executive Secretary for the Research Council.
- g. Compiles and publishes an annual summary of the NPS Research Program. Prepares other reports as required. Provides data, briefings and other research-related support.
- h. Supervises the staff in the Research Administration Office.



- i. Administers other research-related programs at the Naval Postgraduate School.

Director, Office of Continuing Education and Educational Development. The Director, Office of Continuing Education and Educational Development, is appointed by the Superintendent on the recommendation of the Provost/Academic Dean for a specific term not to exceed three years, and reports directly to the Provost/Academic Dean. Members of the faculty report to the Director, Office of Continuing Education, via their Department Chairmen, on continuing education matters. The director will:

- a. Plan, conduct, and administer continuing education programs, including short courses delivered on or off the NPS campus, and self-study courses delivered off-campus.
- b. Coordinate and arrange for conferences, symposia, workshops, and other meetings at the school.
- c. Plan, conduct, and administer educational counseling programs.
- d. Advise the Provost/Academic Dean, the Division Deans, and the Director of Programs on matters concerning the improvement of teaching effectiveness and developments in educational technology.
- e. Plan and conduct meetings, seminars, demonstrations, workshops, and other activities for the faculty designed to enhance the effectiveness of teaching and learning.

Chairmen of Academic Departments and Interdisciplinary Groups. The Chairmen of Academic Departments are appointed by the Superintendent upon the recommendation of the Division Dean via the Provost/Academic Dean. Appointments are for specific terms not to exceed three years. The Chairmen are under the operational and supervisory authority of the Division Deans. The Interdisciplinary Group Chairmen are appointed by the Superintendent upon the recommendation of the Provost/Academic Dean after consulting with Division Deans as appropriate. Group Chairmen report to the Provost/Academic Dean. The responsibilities of the Chairmen include:

- a. Organizing and supervising their departments or groups to carry out the educational policies of the School and to accomplish the objectives of the various curricula.
- b. Planning and supervising research programs in their departments or groups to support the mission of the School, and coordinating these with the appropriate Division Dean.



- c. Advising the Provost/Academic Dean, the Director of Programs, and the Division Deans regarding matters within their purview.
- d. Representing their departments or groups in academic and administrative matters.
- e. Recruiting qualified academic personnel for their departments or groups, within authorized allowances, and recommending their appointment to the Division Dean or the Provost/Academic Dean.
- f. Recommending faculty for promotion, tenure and pay raises to the Provost via the Division Dean in accordance with established procedures.
- g. Providing professional evaluation of academic personnel and performance ratings of Civil Service personnel assigned to their departments or groups. In this sense they are "supervisors" as the term is used in paragraph 1006 of the NPS INST 5000.1 (series).
- h. Course development and the preparation and maintenance of a journal for each department or group course that is taught and coordinating and submitting textbook requirements for their departments or groups.
- i. Evaluating instruction of department or group courses to insure that they are presented effectively and in accordance with the approved syllabi; coordinating departmental grading practices; and insuring that grades for each student are submitted to the Registrar within prescribed time limits.
- j. Maintaining familiarity with related activities at civilian educational institutions and technical and industrial organizations so that curricula and courses are kept abreast of educational and technical advances.
- k. Submitting budget estimates for their departments or groups to the Division Dean or the Provost/Academic Dean; developing plans to procure equipment for their departments or groups, including laboratories, and administering the maintenance and custody thereof.
- l. Controlling the safe operation, development and security of the spaces of their departments or groups and of all machinery, equipment, and materials therein.

- m. Developing and implementing personnel development programs for personnel in their departments or groups. Designating associate chairmen to assist with departmental or group administrative duties.
- n. Working with the Curricular Office in maintaining liaison with sponsors, developing new programs, and in the sponsor evaluation and modification of programs.

Faculty Role in Recruiting. Faculty have an important role and responsibility in recruiting personnel for appointment to academic faculty and administrative positions. Faculty members are expected to participate in this activity within established procedures.

Guidelines for appointment of new faculty and academic administrative personnel should be available to all faculty. Specific procedures developed by academic departments or administrative personnel for specific vacancies should be prepared in writing and be distributed to all department members.

#### Appointment and Reappointment of the Provost

If possible, the process leading to the appointment or reappointment of a Provost should begin approximately eighteen months prior to the end of the incumbent's term to allow for the lengthy search, screening, review, and approval phases that may be required.

If a new Provost is to be appointed, the Superintendent should appoint a committee to assist in the search and screening processes. The Faculty Council should be asked to provide a list of nominees to be included on this committee. The committee should establish a mechanism to provide an opportunity for the faculty to evaluate and comment on those candidates who are to be considered seriously for the appointment.

If the reappointment of the incumbent Provost is to be considered, the Superintendent should establish a mechanism to obtain a broad sampling of faculty input to the decision.

#### Appointments and Reappointments of Division Deans

The process of selecting a new Division Dean or of reappointing an incumbent Dean should begin as early as possible, preferably one year prior to the expiration of the incumbent's term. A committee should be constituted to facilitate input to the decision process, to communicate that input in writing and in oral discussions to the Superintendent and the Provost, and to provide such other assistance as the Superintendent and the Provost may request. This committee should consist of one member

from each department in the division. Any faculty member should be free to discuss Division Dean candidates with any member of the committee.

If a new Dean is to be selected, the role of the committee would be to assist in the search for and in the evaluation of candidates. Input from the faculty should be solicited and reported to the Superintendent and Provost. If the reappointment of the incumbent Dean is to be considered, the role of the committee would be to solicit and report input from the faculty.

#### Appointment and Reappointment of Chairmen.

Wherever possible, appointment and reappointment decisions should be made on the recommendation of a consensus of the Department's tenured and tenure-track members. The process should begin, not later than one year prior to the termination of the current appointment, with a meeting between the current Chairman, the Division Dean, and the Provost to assess the Chairman's and the Administration's desires on reappointment. The Department faculty should be advised beforehand of this meeting and invited to submit comments to the Division Dean. During this meeting, it would be appropriate for the Division Dean and Provost to review the goals of the Department with the Chairman to assess the performance of the Chairman in achieving those goals, and to establish a dialogue on emerging directions for the Department.

If the current Chairman desires reappointment, the Division Dean should then gather information from all the Department faculty. The Department faculty will determine the most appropriate procedure to insure frank and candid input. For example, some faculty may prefer to supply their comments to fellow faculty members, while others may prefer to deal directly with the Division Dean. The Dean may wish to appoint a Department Committee to collect and summarize faculty comments. The Chairman should have ample opportunity to discuss summative faculty evaluations with the Division Dean prior to a final reappointment decision by the Administration.

If a new Chairman is to be appointed, the search should begin sufficiently early to provide ample time to review candidates. At the beginning of the process, appropriate administrative officials should meet with the Department faculty to discuss desired qualifications in the candidates and elements of the search and appointment process. The search process should be clearly understood by all. The primary responsibility for the search process should reside with the tenured and tenure-track faculty of the Department. They should have an opportunity to hold individual or group discussions with the candidates, to review the candidates resumes and submit evaluations, and to

discuss the candidates as a group to establish a departmental consensus if possible. Recommendations by a Department for Chairman appointment should include a statement about the faculty's consensus, if one exists. If a Department Search Committee is appointed to facilitate the search process, its recommendations should follow those stated by the Department as a whole. Recommendations by a Department for Chairman appointment which are not acceptable to the administration should be discussed with both parties present before an alternative appointment is made.

The Faculty. The Faculty are members of the staff, military and civilian, engaged in teaching or in the supervision of laboratory periods. They are assigned to specific academic departments and their responsibilities, under the cognizant Department Chairman, include:

- a. Teaching effectively the courses assigned them in accordance with the approved syllabus for the course.
- b. Maintaining a course journal for each course taught for the departmental files.
- c. Directing and supervising student research activities, including theses.
- d. Performing assigned administrative tasks.
- e. Recommending beneficial changes to curricula and courses and to laboratory development.
- f. Submitting quarter grades to the Registrar, via the Chairman of the Department, after each quarter as specified by the Dean of Academic Administration.
- g. Keeping the Department Chairman informed of their professional activities.
- h. Maintaining professional proficiency by research, participation in technical societies and meetings, and by outside contacts.
- i. Keeping themselves cognizant of the special needs of the Navy in advanced education and in the areas of their professional specialties.
- j. Attending official functions as required.

Some faculty members hold dual appointments. In such cases, one of the Department Chairmen is assigned the specific responsibility for supervisory tasks such as recommendations for pay raises and promotion.



Curricular Officers/Academic Associates. The Curricular Office is an organizational entity unique to the Postgraduate School. A naval officer of suitable experience and rank is assigned as the Curricular Officer serving as the executive director of the office. One or more assistant curricular officers may also be assigned to a Curricular Office, and responsibility for a curriculum may be delegated to an assistant. They support the School's mission and objectives by developing, maintaining and updating curricula to accommodate the needs and academic requirements of the Navy and the Department of Defense.

A civilian member of the faculty thoroughly familiar with the Naval Postgraduate School, the Navy and DOD is assigned part-time duty as the Academic Associate. Where the Curricular Office supports multiple curricula, more than one Academic Associate may be appointed and assigned responsibility for specific curricula.

The Curricular Officers are responsible to the Director of Programs for the proper overall operation of their respective Curricular Offices. The Academic Associates are responsible to the Division Deans through their Department or Group Chairmen for the integrity of the academic features of the Curricular Office operation. As a consequence of this arrangement, the Curricular Officers and Academic Associates are associates and their relationship should develop accordingly.

Academic Associates are appointed to this duty by the Provost/Academic Dean on the recommendation of the Dean of the Division and the Director of Programs. Appointments are for specific terms not in excess of three years. The budgeted time allotted to perform the duties of Academic Associate will be determined by the Dean of the cognizant Division.

General responsibilities associated with the Curricular Offices are as defined herein. Specific responsibilities of the individuals are covered in either Naval Postgraduate School Instructions or policy directives. Their general responsibilities follow:

- a. Sponsor Liaison. The Curricular Officer/Academic Associate team shall work with subspecialty sponsors and consultants to define pertinent Navy needs, including professional objectives, delineate projected utilization of program graduates and consult with Department Chairmen and faculty to propose useful courses and curricula. These plans and projections shall consider the impact of developing technology, evolving bodies of knowledge and changing missions of the Navy. They shall be prepared, reviewed, and updated during sponsor reviews of curricula.

b. Curriculum Development and Management.

- (1) The Curricular Officer/Academic Associate team, working with the faculty and staff of the Naval Postgraduate School, shall develop and maintain a statement of professional objectives for each curricular program under their purview. Consistent with these objectives, they shall establish and keep current appropriate standard curricula.

Ensuring that the curriculum meets the professional needs of the Navy rests primarily with the Curricular Officer. Ensuring that each student's curriculum meets curriculum degree requirements, and that the selection and sequence of courses is in accordance with departmental or group requirements, rests primarily with the Academic Associate.

- (2) The Curricular Officer/Academic Associate team shall develop and maintain procedures for effective monitoring programs for their continuing adherence to professional and academic requirements. These procedures may be partially standardized for all programs. The Curricular Officer will hold primary responsibility for collaborating with the Naval Postgraduate School staff, sponsors and OPNAV, and for adapting general procedures to meet the particular needs of individual programs. The Academic Associate is responsible for maintaining liaison with academic departments, the relevance of current course content, and inviting faculty participation in the development of useful new courses and programs.
- (3) In the development of new curricula or major revision of existing ones, the Curricular Officer/Academic Associate team shall include each concerned academic department or group in the deliberations leading to formulating each proposal.
- (4) Both the Curricular Officer and Academic Associate shall be knowledgeable with respect to "transfer field" programs, i.e., other graduate programs appropriately related to those under their purview. They should also be familiar with Navy-related programs offered at civilian educational institutions which might be effectively utilized by sponsors.

c. Supervision and Counseling of Officer Students.

- (1) The Curricular Officer/Academic Associate team will review the records of all students assigned to their curricula and, in consultation with each student - and based on his academic background - develop a program of study within the framework of the established curricula. Student academic progress will be monitored and program changes or intercurricular transfers made, when deemed necessary, within the limitations of curricular quotas, Navy policies and academic feasibility. Both members of this team are responsible for the overall quality of a student's program. The Academic Associate will hold primary responsibility for evaluating the student's academic qualifications, based on academic department standards, for pursuing a specific sequence of study. The Curricular Officer is responsible for ensuring that the program selections are in consonance with Navy policies and needs.
- (2) Both members of the team should counsel all students in the curricula under their purview. The Academic Associate is responsible for academic counseling of the students.
- (3) The Curricular Officer, in accordance with prescribed policies and procedures, will exercise military supervision and direction of officer students assigned to his office. He will perform requisite administrative duties pertaining to these officer students, evaluate their performance, and counsel them on pertinent military matters.

d. Resource Management.

- (1) The Curricular Officer is responsible for managing the resources which directly support his office and for the preparation and submission of budget requirements.
- (2) The Curricular Officer and Academic Associate will perform such other duties as are assigned.

NAVAL POSTGRADUATE SCHOOL  
BOARDS AND COUNCILS

The Academic Council. The Academic Council is composed of the Academic Dean as Chairman, Director of Programs, Deans of

Divisions, Chairman of the Faculty Scholarship Committee, a representative from each of the academic departments and groups, and the Dean of Academic Administration as Executive Secretary. The representative from each academic department will be a member (not the Chairman) of the department elected by the department members subject to approval by the Chairman of the Department. The Departments also elect an alternate representative subject to the approval of the Chairman. Both representatives and alternates serve concurrent three-year terms. Terms are staggered so that approximately one-third of the elected membership rotate each year. An elected representative is not eligible to serve two successive terms. One member is a student representative chosen as prescribed by the Officer Student Advisory Committee.

The functions of the Council include: establishing scholastic standards (as detailed in the Academic Council Policy Manual); considering for approval for degree credit all new curricula and major revisions to existing curricula submitted; and evaluating all candidates submitted for award of degrees. No curriculum shall be given degree credit nor any degree candidate awarded a degree unless recommended by the Council.

The requirements for the various degrees offered and all written academic policies are described in the Policy Manual of the Academic Council, a copy of which is maintained in each department office.

Faculty Council and Committees. The composition of the Faculty Council and Committees is prescribed by the By-Laws of the Faculty of the Navy Postgraduate School, in Section IV of this Handbook. The Faculty Council and Committees function in an advisory capacity to the Academic Dean, the Director of Programs, and Deans of Divisions in administrative or academic matters involving policy, regulations, procedures, or other concerns deemed worthy of attention by the Faculty Council or the cognizant committee. Matters meriting attention are normally submitted by the cognizant committee to the Academic Dean, Director of Programs, Director of Military Operations, or Deans of Divisions. The Faculty Council or its representatives may, on occasion, approach the Superintendent directly.

Faculty Promotion Council. Before a faculty member is recommended for promotion or permanent tenure a review of professional qualifications must be made. This is done annually during the Winter Quarter by the Deans, Director of Military Programs, Department, Group and Faculty Chairmen, and the Chairman of the Faculty Professional Practices Committee. The Academic Dean and the Faculty Promotion Council make final recommendations to the Superintendent.



Research Council. The Research Council consists of the Deans of the Divisions, the Director of Research Administration, the faculty Research Council Representative, and six faculty members appointed by the Provost, normally for two-year terms. The Division Deans co-chair the Council. The Director of Research Administration is Executive Secretary of the Council, and at the direction of the Division Deans, may chair meetings of the Council. The Research Council reviews all research proposals submitted by the faculty for support under the Foundation Research Program, determines the allocation of Foundation Research Program funds to faculty members, and determines the number and assignment of supporting personnel and equipment purchases for these funds.

Superintendent's Operating Council (SOC). The Superintendent's Operations Council is NPS's primary advisory source for operational assessment of the personnel, facilities, and financial operations of the School. It shall meet weekly to review the principal operations of the School and consist of the following codes: 00, 01, 014, 03, 04, 05, 06, 002, 003, and 007. The group shall be supplemented by Codes 001, 004, 005, 008, 009, 041, 042, and 41 in additional meetings (normally on Tuesdays at 0800) which will exchange information of current operations and coordination. Each attendee is to provide oral information within his/her area of responsibility which is of general interest to the group. The core group shall address personnel matters, position management, facilities maintenance issues, faculty status, financial issues, internal reviews, and significant milestone accomplishments against approved plans.

Long Range Planning Board (LRPB). Used to ensure optimum use of resources by NPS to include facilities, personnel, labor activities, support, ADP programs, and recommendations for a 10-year forecast. Its purpose is to formulate the basis for Program Objectives Memorandum (POM) submission, Five Year Defense Plan (FYDP), Military Construction (MILCON) and other claimancy resourcing requirements associated with the Planning, Programming, and Budgeting System (PPBS). Each principal will have rotating chairmanship responsibility to address that aspect of long range planning for which he is responsible. Working groups consisting of faculty, academic chairmen, curricular officers, and military operations personnel will be utilized as required to examine detail working plans. Membership will be 03, 04, 05, 06, 014, and 002. The Executive Assistant (007) will serve as the recorder. Plans will be submitted to the Provost for review and to the Superintendent for approval.

Information Resources Management Executive Board (IRMEB). The Board is the same as the LRPB, with the Dean of Academic Administration serving as Chairman. This board establishes NPS computing and word processing policies and goals, annually approves the NPS Strategic Plan and the Resource Requirements

Plan for IRM, recommends ADP POM issues for the NPS submission, approves the NPS ADP budget and is the approval authority for all Life Cycle Management Milestones for ADP equipment.

Computing Advisory Board. Members of the Computing Advisory Board are selected from among those on campus who are experienced and broadly knowledgeable in computing. The Board consists of the Director of the Computer Center, representatives from Programs, Military Operations and Logistics, Information and Policy Sciences, Science and Engineering, the Faculty Council, and the Computer User's Council. The Dean of Academic Administration is chairman.

The computing Advisory Board has the following responsibilities:

- a. Allocate main-frame computing resources threshold to users.
- b. Develop a Five Year Campus-Wide Plan for Computing.
- c. Serve as consultant to the Policy Board.
- d. Develop and propose computing policies.
- e. Propose hardware and software acquisitions, modifications and surveys.

Computer Users' Council. The Computer Users' Council represents each academic department and group, as well as the Student Council, the Library, Registrar, Defense Manpower Data Center, and Computer Center. The Council operates through an elected chairman and an executive board of two elected members, the Director of the Computer Center, a representative of the Officer Student Advisory Committee and the Dean of Academic Administration. The Council provides a forum to identify and discuss issues affecting users; proposes performance standards and receives reports on performance; provides user input to the Five-Year Plan for Computing; recommends policy and interacts with the Policy Board and the Advisory Board to provide user perspectives.

Officer Student Advisory Committee. The composition of the Officer Student Advisory Committee is prescribed by the By-Laws of the Officer Student Advisory Committee of the Naval Postgraduate School.

The Officer Student Advisory Committee functions in an advisory capacity through the Director of Programs in matters involving curricula, facilities, procedures, and policy deemed worthy of attention by the Officer Student Advisory Committee or the Director of Programs. It selects representatives to serve on the Faculty Council, the Computer User's Council, and the Academic Council.



## FACULTY ORGANIZATION

The faculty of the Postgraduate School is organized under the following set of By-Laws.

### FACULTY BY-LAWS

#### Article I NAME

This organization will be known as the Faculty of the Naval Postgraduate School, and will hereinafter be referred to as the Faculty.

#### Article II OBJECT

The object of this organization will be to promote understanding and communication between members of the Faculty and members of the Administrative Staff, to protect and promote the professional stature of the members, and to assist the administration in accomplishing the mission of the Naval Postgraduate School.

### Article III ORGANIZATION

Section 1. In order to fulfill in an orderly manner the objectives of the organization, there are herein established the following recognized bodies.

- (i) The Faculty;
- (ii) The Faculty Council;
- (iii) The Executive Board of the Faculty Council, hereinafter referred to as the Executive Board; and
- (iv) The Standing Committees of the Faculty

Section 2. The Faculty Council is the representative body of the Faculty and is responsible to the Faculty. It is headed by the Faculty Chairman, elected from the eligible membership of the Faculty. The Secretary of the Faculty, elected from the eligible membership of the Faculty, acts in a secretarial role for meetings of both the Faculty and the Faculty Council.

### Article IV FACULTY

Section 1. Membership. There shall be three classes of membership.

- (i) Regular Member. Active members of the staff, military and civilian, engaged in teaching in any of the professional grades, and those with rank of Instructor whose primary duties are instruction, together with the Librarian and the Director of the Computer Center, will be REGULAR MEMBERS of the Faculty. Regular Members will have the right to vote on all matters brought before the Faculty except as provided in Article IV, Section 2(v) (a), and Article V, Section 5(v). Regular Members will have the right to hold a single elective office as provided in Article V, Section 1, Article VI, Section 1, Article VII, Section 1, and Article VIII, Section 1, and will have the right to hold office in Temporary Committees. The Faculty Chairman and elected members of the Nominating Committee may hold one additional elective office.
- (ii) Ex-Officio Member. The Superintendent, the Academic Dean, the Director of Programs, the Dean of Information and Policy Sciences, the Dean of Science and Engineering, the Dean of Academic Administration, the Director of Continuing Education, and the Director of Research Administration will be EX-OFFICIO MEMBERS of the Faculty. Ex-Officio Members will have the right to vote on all matters brought before the Faculty at meetings of the Faculty, but they may not hold elective office.
- (iii) Associate Member. Visiting and Adjunct Professors, members of the Faculty in the grade of Instructor whose primary duty is not teaching, and civilians employed on a contract or part-time basis for teaching duties will be ASSOCIATE MEMBERS of the Faculty. Associate Members will enjoy all the privileges of Members except those of voting and holding office.

## Section 2. Meetings.

- (i) There shall be at least one regular meeting in each quarter of the Academic Year.
- (ii) The regular meeting in the Fall Quarter shall be known as the Election Meeting. It shall be held no earlier than the third week of the Quarter.
- (iii) Special meetings shall be called on the request of the Faculty Chairman, the Academic Dean, or by a petition to the Faculty Council signed by ten percent of the Regular Members.

- (iv) Meetings of the Faculty shall not be called unless at least one-half of the Regular Members are in a pay status.
- (v) The Academic Dean shall preside over meetings of the Faculty. In the absence of the Academic Dean, The Chairman of the Faculty shall preside, or in his absence, the Acting Faculty Chairman. In the event of his absence, the Chairman of one of the standing committees, in the order of precedence listed in Article VII, Section 1(i) shall preside.
  - (a) The presiding officer shall be without vote except in the event of a tie.
- (vi) The agenda for meetings of the Faculty shall be established by the Faculty Council. Special items for the agenda shall be included on petition signed by ten percent of the Regular Members. The notice and agenda of any regular or special Faculty meeting shall be circulated to the Faculty by the Secretary of the Faculty not less than five days before the meeting.
- (vii) A quorum shall consist of thirty-five Regular Members.
- (viii) "Robert's Rules of Order (Revised)" shall be used in governing all meetings of the Faculty except when in conflict with the By-Laws.
- (ix) A Parliamentarian shall be appointed by the Faculty Chairman.

Section 3. Elections and Tenure of Office.

- (i) Nominations for elective office, except Department Representatives and Alternates, shall be presented by the Nominating Committee. Additional nominations, except for Faculty Chairman, may be made from the floor during the election meeting. Additional nominations of any Regular Member for the Office of Faculty Chairman may be made to the Nominating Committee for circulation to the Faculty not less than five days before the election meeting. Each nominee must consent to having his name placed in nomination. Election shall be by written ballot.



- (ii) Results of the election shall be published to the Faculty within a week after the election meeting and shall be certified to the Council by the Nominating Committee at the first regular Council meeting following the election meeting.
- (iii) All newly elected Faculty officers, including Department Representatives and Alternates shall assume office at the time of the first regular Council meeting following the election meeting.
- (iv) If two or more members of the same committee are to be elected at the same meeting, the member receiving the largest number of votes will be elected for the longest term and the member receiving the smallest number of votes will be elected for the shortest term.
- (v) No person may hold a particular elective office for more than two consecutive terms.
- (vi) The office held by any member of the Faculty scheduled to be absent from the Monterey area or otherwise unavailable for duty is considered to be vacant upon commencement of such unavailability. Vacancies of three or more consecutive quarters shall be permanent, while those of shorter duration shall be temporary. Vacancies in the office of Department Representative or Alternate shall be filled by election by members of the Department concerned. Vacancies in all other offices shall be filled as specified in Article V, Section 2(vi).

#### Article V FACULTY COUNCIL

Section 1. Membership. The following are members of the Faculty Council:

- (i) The Faculty Chairman;
- (ii) Three Faculty Representatives;
- (iii) The Department Representatives, one from each Academic Department, except that a Department having 60 or more Regular Members of the Faculty shall elect two Department Representatives, and except that if a Department has five or fewer Regular Members of the Faculty, the Faculty Council shall determine whether the Department shall have its own Department

Representative or shall be merged with another Academic Department for the sole purpose of electing a single Department Representative for the two Academic Departments. For the purpose of this section, the Defense Resources Management Education Center and the Aviation Safety Programs shall each be considered to be an Academic Department;

- (iv) The Chairmen of the Standing Faculty Committees; and
- (v) The Secretary of the Faculty.
- (vi) When the Chairman of a standing committee is unable to attend a meeting of the Faculty Council he shall designate another member of the committee to attend in his place. This member shall be entitled to vote on all matters before the Council.

Section 2. Duties. The duties of the Faculty Council shall be to:

- (i) consider all problems, policies, and procedures that are of concern to the Faculty;
- (ii) determine the agenda for Faculty meetings;
- (iii) assign studies of problems, policies or procedures to the appropriate committee(s), and to receive and act upon these reports;
- (iv) report actions of the Faculty Council to the Faculty;
- (v) circularize matters to be presented to the Faculty, such circularization to be made by the Secretary of the Faculty at least five days before the meeting at which the items are to be discussed;
- (vi) appoint members to fill permanent vacancies in elective offices except those of Department Representatives and Alternate, the appointed member to serve until the next election meeting of the Faculty at which time the office shall be filled by election; and at its discretion to appoint members to fill temporary vacancies, the appointed member to serve until the regular member resumes office. Appointees to the standing committees shall serve as junior members;



- (vii) annually elect at the first meeting following the election meeting of the Faculty from among the Faculty Representatives and Department Representatives four members to serve on the Executive Board;
- (viii) annually select at the first meeting following the election meeting of the Faculty from among the Faculty Representatives and Department Representatives one member to serve on the Research Council and one member to serve on the Computer Advisory Board;
- (ix) receive and audit at the first meeting following the election meeting of the Faculty, the accounting by the Retirement, Insurance and Special Functions Committee of funds in its custody;
- (x) elect two nominees for Faculty Chairman for the following year at its last meeting prior to the Faculty election meeting. The nominees shall be elected from among the current Faculty Representatives, Department Representatives and Chairmen of the Standing Faculty Committees.

**Section 3. Faculty Chairman.** There shall be a Faculty Chairman whose duties include:

- (i) presiding at meetings of the Faculty Council and Executive Board; he may designate a Faculty Council member to preside in his place during all or any part of the meeting;
- (ii) transmitting Faculty Council proceedings requiring response to the Superintendent or his designated representative via the Academic Dean.
- (iii) representing the Faculty at every appropriate forum; and
- (iv) performing other duties that may be assigned by the Faculty Council or Executive Board.

**Section 4. Executive Board.**

- (i) the Executive Board of the Faculty Council shall consist of:
  - (a) the Faculty Chairman;

- (b) the Secretary of the Faculty; and
  - (c) four members of the Faculty Council who are either Faculty or Department Representatives.
- (ii) The duties of the Executive Board shall include:
- (a) to provide for an Acting Faculty Chairman to serve in the absence of the Faculty Chairman;
  - (b) to establish the agenda for Faculty Council meetings;
  - (c) to deal with all matters relating to the professional status of the Faculty as a group;
  - (d) to be cognizant of the activities of all Faculty standing and temporary committees (Article VII, Sections 1 and 2); and
  - (e) to perform all other duties assigned to it by the Faculty Council.

Section 5. Meetings.

- (i) The Faculty Council shall meet on a regular monthly basis during each Academic Quarter except during the month of the regular Faculty meeting and at other times as necessary.
- (ii) The Executive Board shall meet weekly during each Academic Quarter except for the weeks of the Faculty Council or regular Faculty meetings.
- (iii) A quorum is a simple majority of the Faculty Council members, and voted action requires an affirmative vote of a majority of the members present.
- (iv) All members of the Faculty as defined under Article IV, Section 1 are entitled to attend the meetings of the Faculty Council. Upon recognition by the presiding officer, Faculty members may address the group.
- (v) The presiding officer is without vote except in case of a tie.

## Article VI SECRETARY OF THE FACULTY

Section 1. There shall be a Secretary of the Faculty. He shall serve in this role at meetings of the Faculty, Faculty Council, and the Executive Board.

Section 2. Term of Office. The Secretary of the Faculty shall be elected for a two-year period by the Faculty at the election meeting of the Faculty.

Section 3. In the absence of the Secretary of the Faculty, the Faculty Chairman shall appoint an acting Secretary.

## Article VII FACULTY COMMITTEES

### Section 1. Standing Committees

- (i) There shall be five standing committees: Professional Practices; Scholarship; Retirement, Insurance and Special Functions; Plans and Facilities; and Nominating.
- (ii) Each standing committee shall consist of three elected members with each serving for three years except that terms of one, two, or three years may be assigned according to the number of votes received when necessary in order to allow one-third of the membership of each committee to be elected each year.
- (iii) Eligible Faculty shall be appointed to fill vacancies as defined under Article V, Section 2(vi).
- (iv) Of each individual committee, the elected member who has served the longest current continuous period shall be chairman. In the case of two elected members of equal length of current service, the member with the shortest remaining tenure shall be chairman. If all members have been appointed by the Faculty Council, the member who has served the longest period of his current term shall be chairman. The phrase "longest current continuous period" shall be interpreted as including not more than one elected term.
- (v) A standing committee may establish sub-committees for special purposes. The Chairman of a sub-committee shall be a member of the parent committee.

- (vi) All committees, except Nominating and Professional Practices, shall report to the Faculty Council and to the Faculty at regular Faculty meetings.
- (vii) The Nominating Committee shall report directly to the Faculty annually and to the Faculty Council as required.

Section 2. Duties.

- (i) Professional Practices. The duties of this Committee shall be to provide counsel and assistance to individual Faculty members and to the Administration, when requested, in matters relating to individual grievances and ethics. The committee, where necessary, will present the matter to the Executive Board for further consideration, but will not present such matters to the Council or Faculty unless directed to do so by the Executive Board.
- (ii) Scholarship. The duties of the Scholarship Committee shall be to study all matters of scholarship as they apply to the Faculty and Student Body; i. e., teaching load, curriculum development, requirements for the awarding of degrees, etc.
- (iii) Retirement, Insurance and Special Functions. The duties of this Committee shall be to study all matters relating to retirement and insurance as they affect the civilian members of the Faculty; to collect, have custody of, expend, and account for all funds intended for special functions; and to assist in planning and organizing special events and social obligations of the Faculty.
- (iv) Plans and Facilities. The duties of this Committee shall be to represent the Faculty on matters concerned with the use and development of land and facilities in support of the School's mission; and to provide liaison between the Faculty Council and the administrative plans officer in the development of detailed plans for future academic buildings, facilities and support services.
- (v) Nominating. The duties of this Committee shall be to present at least two candidates in nomination for each elective office to be filled according to Article IV, Section 3; to present candidates in nomination for

temporary elected committees when so instructed in the formative motion; to keep records of past and present membership of all committees and sub-committees; to act as tellers and record the vote in all elections and other matters coming before the Faculty in which voting by written ballot has been specified; and to act as Sergeant-at-Arms at all Faculty meetings.

**Section 3. Temporary Committees.**

- (i) A temporary committee may be created and its duties outlined either by action of the Faculty, the Faculty Council or the Faculty Chairman.
- (ii) Members of a temporary committee shall be elected or appointed as specified in the formative motion if the committee is created by action of the Faculty or the Faculty Council; otherwise they shall be appointed by the Faculty Chairman.
- (iii) A temporary committee is automatically dissolved at the end of the second quarter following its inception unless its term is extended by actions of the Faculty Council or the Faculty.

**Article VIII DEPARTMENT REPRESENTATIVES  
TO THE FACULTY COUNCIL**

**Section 1.** Department Representatives shall be elected in accordance with Article V, Section 1(ii).

- (i) Election shall be by secret ballot at a regular department meeting during the Fall Quarter, but not less than two days prior to the first regular Council meeting following the Faculty election meeting. An Alternate with concurrent term, shall be elected to serve in his absence. A Second Alternate may be elected to act in the absence of the Department Representative and the Alternate.
- (ii) The results of the election shall be transmitted by the Department Chairman to the Secretary of the Faculty prior to the first regular Council meeting following the Faculty election meeting.



Section 2. Tenure of Office. Except as otherwise provided herein, each Department Representative shall serve for three years. The term of the Alternate from the same Department shall run concurrently. The term of office shall begin at the time of the first regular Council meeting following the Faculty election meeting, except that the term of a Department Representative or Alternate elected to fill a vacancy shall commence upon his election and shall extend to the end of the term of the Representative or Alternate he replaces. Initially, terms of one year, two years, or three years may be assigned by lot, drawn by the Secretary of the Faculty, among all the Academic Departments so as to allow about one-third of the membership to be elected each year. If two departments are merged, both Department Representatives shall continue in office until expiration of their elected terms.

Section 3. Nomination. A nominating committee of the Academic Department shall present a slate of eligible candidates. Additional nominations may be made at the Academic Department's election meeting. The Department Chairman is not eligible for the nomination.

Section 4. If the Department Representative of an Academic Department is elected Faculty Chairman, then the Alternate shall become acting Department Representative with full privileges as a member of the Faculty Council.

Section 5. Duties of Department Representatives and Alternates. Each Department Representative shall keep the Faculty of his department informed concerning discussions in and action by the Faculty Council. He shall represent the interest of the department faculty in the Faculty Council. The duties of Department Representative Alternate shall include assisting the Department Representative in the performance of his duties.

#### Article IX FACULTY REPRESENTATIVES TO THE FACULTY COUNCIL

Section 1. Three Faculty Representatives shall be elected by secret ballot at the Election Meeting of the Faculty.

Section 2. Each elected member shall serve for three years, except that initially the candidate receiving the largest number of votes shall serve three years, the candidate receiving the second largest number shall serve two years and the candidate receiving the third largest number shall serve a one-year term.

## Article X AMENDMENTS

These By-Laws may be amended provided that a notice of the proposed action has been circulated at least five days before the Faculty meeting at which the action is to take place, a quorum is present, and an affirmative vote of two-thirds of the voting members present is obtained.

Adopted 8 May 1963

Amended 9 December 1965	Article VII, Section 1(i), 3(vii) Article III, Sections 1(i), 1(ii), 1(iii) Article VII, Section 3(vi)
30 August 1967	Article IV, Sections 4(i), 5(i) Article V, Sections 1, 2 Article VI, Section 2(iv) Article VII, Sections 4(v), 5(iii)
13 November 1968	Article III, Section 1(i), 1(ii)
4 June 1969	Article III Article IV Article V Article VI Article VII Article VIII Article IX
3 December 1969	Article IV, Sections 1(ii), 3, 3(i), 3(ii), 3(iii) Article V, Sections 1(v), 2(vi) Article VII, Sections 1, 1(iv) Article VIII, Sections 1(i), 1(ii)
16 September 1970	Article IV, Section 3(vi) Article V, Section 2(vi)
7 September 1971	Article VII, Sections 1(i), 2(ix)
7 September 1972	Article IV, Sections 1(i), 1(iii)
5 December 1972	Article IV, Sections 1(i), 1(ii)
5 June 1973	Article IV, Section 2(v) Article V, Sections 1(ii), 1(iii) 1(v), 4(ii) Article VIII, Sections 1, 1(i), 2, 4, 5
10 June 1975	Article III, Section 2 Article IV, Sections 1(ii), 3(i) Article V, Sections 1(ii), 2(ii), 2(ix), 5(i)

9 March 1976	Article VII, Section 3(ii) Article IV, Section 1(i) Article V, Section 5(iii)
7 June 1977	Article VII, Section 1(iv) Article IV, Section 1(iii) Article V, Section 2(viii) Article IV, Section 2(ii)
26 August 1980	Article III, Section 2 Article IV, Sections 1(i), 1(ii), 2(ii) Article V, Sections 1, 1(i), 2(vii), 2(viii), 3(iii), 3(iv), 4(ii), 5(ii), 5(iii) Article VII, Sections 1(i), 1(vii), 2, 2(i), 2(iv) Article VIII, Sections 1(i), 2 Article IX, Sections 1, 2 Article V, Sections 2(vii)-(x), 2(viii)
18 November 1980	Article IV, Section 1(ii)
12 May 1987	Article IV, Section 1(ii)





## SCHOOL POLICIES

The Policy Regarding Appointment, Promotion, Salary and Tenure of Office of the Civilian Members of the Faculty is contained in Appendix A. The current salary schedule is found in Appendix B.

Those matters covered by the policy in Appendix A will not be duplicated in this section. Amplification of subjects will occur as necessary.

### CIVIL SERVICE STATUS OF CIVILIAN FACULTY

A brief statement of the Civil Service status of the faculty is given in Appendix A, page 1, section 2. The phrase "Excepted Employee" is sometimes used when referring to a member of the civilian faculty regarding his Civil Service status. This phrase means that, under authorities granted by the Office of Personnel Management, appointments may be made without competitive examination. The OPM may grant this excepted appointment authority whenever it finds that the duties or compensation of the position are such, or that qualified persons are so rare that, in the interest of good Civil Service administration, the position cannot be filled through open competitive examination.

The Federal Personnel Manual, Chapter 213 provides the rules and regulations establishing the Excepted Service. Appendix C to Chapter 213 specifically assigns the faculty of the Naval Postgraduate School to Schedule A of the Excepted Service. Schedule A is defined as positions other than those of a confidential or policy - determining character for which it is impracticable to examine. Civil service provisions which pertain to such matters as veteran preference, performance rating, annual and sick leave, health benefits, retirement and insurance benefits apply to permanent civilian members of the faculty.

In summary, the civilian members of the faculty are employed as civilian employees of the Department of the Navy in the "Excepted Service"; and they are subject to the laws, regulations and directives applicable to all Navy Civilian Personnel, unless specifically exempt therefrom.

### EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION

Consistent with the Department of Navy Equal Employment Opportunity objectives, it is the policy of the Naval Postgraduate School that all persons are offered equal employment opportunity for employment, advancement, and treatment regardless of race, color, sex, religion, national origin, age or handicapping condition and to promote EEO through a continuing Affirmative Action Program in all situations where minorities,

women, and handicapped individuals are underrepresented or underutilized.

Faculty and Chairmen are the key to an effective program. Active participation in meeting established EEO goals and objectives will ensure Equal Employment Opportunity at NPS to ultimately achieve a balanced workforce.

EEO responsibilities will be one of the factors considered in annual performance ratings and in consideration for awards. Criteria for advancement within management and supervisory positions shall include demonstrated performance in meeting EEO objectives. NAVPGSCOLINST 12720 (series) provides additional guidance to you.

#### APPOINTMENTS

##### Tenure-Track Faculty

Initial appointments of tenure-track faculty will be in an Academic rank and step determined by the Superintendent upon recommendation by the Provost and Division Dean.

The initial year is a probationary period for all Federal Civil Service employees.

##### Adjunct Faculty

Adjunct faculty appointments are for periods of approximately one year or less and may or may not be renewable.

#### PROCEDURES ON TENURE-TRACK AND MILITARY FACULTY PROMOTIONS, AND PAY STEP INCREASES

##### I. Promotions and Tenure (Civilian)

###### A. Regular Procedures

1. Before a faculty member is recommended for promotion in rank or permanent tenure on the Naval Postgraduate School faculty, there will be a review of professional qualifications and a recommendation to the department chairman made by a departmental committee appointed by the Chairman for this purpose. The specific procedures for this colleague-review are at the discretion of the individual department, within policy guidelines provided to ensure equitable treatment of all faculty.

2. The Department Chairman will make a recommendation to the Academic Dean via the appropriate Division Dean. This recommendation will be supported by appropriate documentation

specified by the Academic Dean and will include the written recommendation of the candidate's departmental committee.

3. Annually during the winter quarter, there will be a series of meetings of the Deans, the Director of Programs, the Department Chairmen, the Faculty Chairman, and the Chairman of the Faculty Professional Practices Committee to consider all recommendations. The participants in the meetings shall have received copies of the department recommendations and documentation for all candidates. At these meetings, each department chairman will present the candidates for consideration. After full discussion, the participants in the meetings (with the exception of the Chairman of the Professional Practices Committee) will individually make their recommendations regarding all candidates to the Academic Dean.

4. The Academic Dean will consider the recommendations and then meet with the Faculty Promotion Council for further considerations. The Superintendent is present at these meetings. Finally, the recommendations of the Academic Dean are forwarded to the Superintendent.

#### B. Alternative Procedures

There may be cases in which faculty members have not been recommended or have been recommended negatively by their departments. In such cases, the individual faculty member or colleagues or department chairman, with the member's consent, may request the Faculty Professional Practices Committee to consider the member's qualifications and to determine whether to recommend promotion or tenure. If the Committee decides to recommend a candidate in such a case, it shall pursue the following procedures:

1. The Professional Practices Committee will prepare a recommendation and supporting documentation similar to those developed by the department chairman in the regular procedures.

2. At the meetings where other candidates are considered, the chairman of the Professional Practices Committee will present the candidate for consideration and discussion. Thereafter, the alternate procedures are the same as the regular procedures.

There may also be cases in which a faculty member is recommended for promotion or tenure by the department chairman, but that recommendation is denied. The faculty member, colleagues, and/or chairman may request the assistance of the Professional Practices Committee in appealing this adverse decision to the Academic Dean. The Committee shall determine whether such an appeal is justified and, if so, how it should be pursued.

### C. Evaluation Criteria

Faculty at NPS will be judged in two general categories for Pay, Promotion and Tenure: internal service to NPS and external visibility which demonstrably enhances NPS's reputation in either the academic community or DoN, or both. Faculty at NPS are expected to be strong contributors to high quality, relevant instruction, and to be active in their profession, and to be active in their profession and in their service to DoN. Adequate performance in these areas should not automatically qualify an individual for merit increases, promotion, or tenure. For example, doing an adequate, even exemplary, job of teaching 1000-3000 level courses and making only a minimal impact on the world outside NPS should not qualify a faculty member for advancement. Impact on the outside world can be achieved in any area of faculty performance, including instruction. The quality and quantity of performance above acceptable should determine the rate at which an individual progresses through the academic ranks. Promotion to full professor requires that the person demonstrates consistent leadership in at least one area of faculty activity, and have "meritorious" performance in both internal and external service.

Judging an individual's qualifications for advancement should be on the basis of his or her meritorious performance. By this is meant performance in both internal and external service that are worthy of note. Listed below are some typical examples of internal and external activities that indicate such meritorious performance. The implication is not that a person should pick "one from column A and two from column B" and get promoted, but that the successful faculty member should be engaged in a significant amount of meritorious work.

#### Internal Activities

- o Demonstration of flexibility and quality in instructing graduate level and applications oriented courses.
- o Introduction of new material in curricula and development of new courses, particularly special topics courses with DoN relevance.
- o Development or implementation of creative teaching methods (such as computer-aided instructional materials) to improve upon student learning efficiency; development of extensive instructional material.
- o Leadership in developing and/or refining curricula.
- o Development of instructional laboratories, including specifying equipment and designing experiments.

- o Service as academic associate, associate chairman, chairman of a school-wide committee, etc.
- o Contributions to interdisciplinary research projects.
- o Direction of high quality research efforts by thesis students.
- o Direction of DoN relevant theses.
- o Tutoring students who need remedial work.
- o Teaching capstone courses in applied areas.
- o Teaching in DoN oriented curricula.

#### External Activities

- o Creation of products of direct use to Navy operations, both shore and sea based.
- o Publication of research results in refereed archival journals or conference proceedings at a regular rate.
- o Service in a professional society through elected offices, committee work, conference planning, editorial work, paper/proposal review, etc.
- o Participation in fleet exercises.
- o Participation in a Navy, multilaboratory research project.
- o Publication of a textbook that receives acceptance external to NPS.
- o Offering of on-campus and off-campus short courses to DoN personnel.
- o Creation of instructional material that receives significant use outside NPS, (Textbooks, courses notes, teaching methodologies, etc.).
- o Acting as a consultant for operational commands and other DoN organizations.
- o Service in high level positions in DoN.
- o Publication of technical reports, either unclassified or classified, in a DoN or non-DoN research program.\*

\*For this work to be a significant factor in promotion and tenure actions, timely external peer review is essential.



- o Contributing chapters in research monographs.
- o Presentation of research results to operational commands and other DoN organizations.
- o Participation in research with operational units, laboratories, systems commands, and headquarters of the Navy and Marine Corps.
- o Service to DoN (and the DoD community) by participation in workshops, on panels, advisory boards, and liaison with laboratories.

## II. Military Faculty

### A. Introduction

The following revised guidelines for promotion of military faculty were approved by the Deans and Chairmen in a meeting on 7 May 1984. Military faculty possessing the doctorate are assigned the rank of Assistant Professor. For promotion to Associate or Full, the procedures for military faculty are identical to those of the civilian faculty. For military faculty instructors, consideration for promotion to Assistant is separate from the normal Winter Quarter procedures, and is the subject of this set of guidelines.

### B. Procedure

The procedures for a military faculty member holding the rank of Instructor to be considered for promotion are analogous to the normal civilian promotion and tenure proceedings. That is, appropriate departmental committees are formed, recommendations are made, and other internal departmental matters are completed. Recommendations are presented and the case discussed at a meeting of all Chairmen and Deans twice a year, during the Fall and Spring Quarters.

### C. General Principles

Promotion to Assistant Professor should be viewed as a mark of distinction based on outstanding performance. In addition to considerations for promotion internal to NPS and the academic awards systems, officers should always be considered for the appropriate military awards. The latter is particularly important in terms of their career patterns and promotion board considerations of their activities. As established, the system for promotion of military faculty members from Instructor to Assistant Professor shall be followed with the same degree of consistency and uniformity as that which is used for civilian faculty member promotion and tenure proceedings.

#### D. Standards

The general standards as outlined in the "Pink Book" should be followed for military faculty as well. Some specifics which highlight the necessary differences between a practicing professional on a faculty and a lifetime career academician are noted below.

#### E. Teaching

The individual should have a significant record of outstanding performances in the classroom for at least six quarters before consideration for promotion. The performance in teaching should be rated in the upper region of those faculty in the discipline.

#### F. Thesis Direction

Military faculty should be involved as second readers or as appropriate advisors in thesis work where they will bring their practicing professional expertise to bear on the thesis subject.

#### G. Academic Administration, Leadership

Military faculty members frequently have significant expertise related to administrative matters that are unique compared to the civilian faculty and significant accomplishments in this area should be considered with great weight in promotion to Assistant Professor. Of particular note here would be individuals who are assigned to temporary committees on administrative matters by the Provost or Deans, individuals who take on rearrangement and/or reorganization activities internal to a department, and significant administrative tasks.

#### H. Demonstrated Professional Competence

Candidates for promotion to Assistant Professor from Instructor should have a demonstrated record of professional competence via such activities as (a) publication of articles in professional journals of recognized quality, (b) attendance and presentation of papers at professional symposiums, workshops, etc., in the area of the individual's professional expertise, (c) significant contribution either as author or coauthor to working papers of the faculty in those disciplines where practicing professional interaction is important to understanding a particular phenomenon, and (d) development and implementation of significant curricula materials such as new courses, case studies, and problem sets which enhance the effectiveness of a program. As with civilian faculty, technical reports, case studies, and computer programs should be evaluated by outside experts. Each department should make the possible methods for



research contribution specific for each individual officer upon arrival at NPS and for officers who have a potential to make a research contribution, a teaching load consistent with such expectations should be planned within the NPS faculty workload model.

#### I. Professional Recognition

Frequently, practicing professionals via their professional associations have methods for professional recognition. These would include officerships in the local chapters of the national organizations as well as professional certification. Also, individuals can hold fellowships or receive special awards which distinguish them as outstanding professionals in their field of expertise.

#### III. Pay Step Increases

Each department chairman shall consider annually all members of the department who are not already in the highest step of the pay scale and shall submit to the Academic Dean via the Division Dean a priority list of step increases in salary based upon the chairman's evaluation of the faculty member's achievements and potential. The Academic Dean, in turn, will make recommendations to the Superintendent.

#### IV. Notification to the Faculty Candidate

The Department Chairman shall advise each faculty candidate of the recommendations the chairman proposes to make to the Academic Dean regarding promotion and or tenure for that faculty member before the chairman submits such recommendations to the Dean. Notification of final decisions by the Superintendent will be made in writing by the Academic Dean to all faculty members who are promoted, granted tenure, or awarded step increases in salary. Further, written notification of termination will be provided to any faculty member who is denied tenure or reappointment. If a department chairman's recommendation is denied in an individual case, the reasons for such denial will be communicated to the chairman by the Academic Dean and discussed by the chairman with the faculty member concerned.

## NON-CITIZEN FACULTY MEMBERS

### I. Policy

Use of non-citizen faculty members provides opportunities for the employment of high quality professionals, often times in areas of national shortages. It is prudent, however, to establish policy to control the overall levels of non-citizen faculty members.

The following guidelines apply:

- a. Tenured Faculty. Non-citizens of the United States may not be granted tenure at the Naval Postgraduate School. Non-citizen faculty who reach the tenure decision point will be judged for tenure at the normal time. If the decision is positive to grant tenure, the individual will continue on a year-to-year appointment until  
a) citizenship is granted, upon which occurrence tenure will be granted; b) citizenship is denied, upon which occurrence the individual's appointment will be terminated with one year's notice.
- b. Tenure-Track Faculty. The individual is expected to pursue citizenship diligently and to acquire it at the earliest opportunity. Failure to do so is grounds for termination of appointment after the usual notification period.
- c. Adjunct Teaching Faculty. Within each department non-citizen adjunct teaching faculty will be controlled so that no more than 10% of the teaching budget is allocated for non-citizen adjunct teaching faculty.
- d. Adjunct Research Faculty. Department Chairmen will ensure that no more than 30% of their department research labor costs are used on employment of non-citizens.
- e. Chairs. Non-citizen percentage controls do not apply.

### II. Visas

Non-citizen faculty are required to have a visa to cover their period(s) of employment at the School. An important consideration in applying for a visa is the time requirement. For example, an estimated three months is required to receive an H-1 visa. Briefly, the types of visas used at NPS are:

H-1: For aliens of distinguished merit and ability coming to the U.S. to perform work requiring that level of ability.

- for temporary stays, issued for one year at a time.
- extensions may be possible for as long as 4 years.
- holder may apply for admission as a permanent resident while in the U.S. in H status. no intervening residency in the home country is required.
- Visa holder's pay is subject to Social Security tax withholdings.

J-1: For temporary admittance as a participant in a foreign exchange program designated by the International Communications Agency. The Office of Naval Research, Washington, has such a designation and J-1 Visas for NPS must be processed through them.

- Issued for one year with renewals possible for a total of three years. (NOTE: Visas may now be issued for the entire 3 years.)
- Two year residency in home country required after a J-1 stay in the U.S. before applying for immigration.
- Visa holder's pay is not subject to Social Security tax withholdings.

The Civilian Personnel Office coordinates the administration of Visas at the School. Further information and appropriate forms can be obtained from that office.

## CHAIR PROFESSORSHIPS

A limited number of Chair Provessorships are established at NPS for the purpose of attracting high quality academicians or practitioners with the ability to contribute significantly to the academic programs at NPS. Chairs are faculty positions and as such exist only in the academic departments. As with any faculty position, appointment as a chair professor requires approval by the Division Dean, Provost, and Superintendent.

A Chair requires a formal agreement between NPS and an external sponsor without a formal declaration by the Superintendent. These agreements are Memoranda of Understanding (MOU) between NPS and the sponsor outlining the purposes of the Chair, the duties of both parties and of the chairholder. NAVPGSCOLINST 3900.3 (series) describes the policies and procedures associated with Chair professorships.

There are several different funding arrangements for chairholders, but the most common for civilian faculty is the Intergovernmental Personnel Act (IPA) agreement. The Research Administration Office will handle preparation and routing of all IPA agreements for chair professorships.

V-10a

Revised June 1990

## EMERITUS FACULTY

### I. Emeritus Faculty-Status

Retired faculty members can receive emeritus faculty status. The proper use will be as a suffix following the highest rank achieved as an active faculty member (e.g., Professor emeritus, Associate Professor emeritus). The conferring of emeritus status is in recognition of service to the Naval Postgraduate School and to its students.

### II. Eligibility

All tenured faculty automatically receive emeritus status upon retirement. The following administrative policy applies:

#### A. Facilities

Emeritus faculty members are eligible to use the recreation facilities (pool, gym, etc.), the library, the computer center, the bookstore, and the facilities of the Commissioned Officers and Faculty Club.

#### B. Identification Cards

Upon retirement, emeritus faculty will receive an identification card to assure them use of the School's facilities.

#### C. Security Clearances

Emeritus faculty working as rehired annuitants actively engaged in teaching or sponsored research at NPS may be able to retain their security clearances at NPS.

#### D. Faculty Membership

Emeritus faculty are "Associate members" of the Faculty with all of the privileges of regular members (primarily privileges of the floor and service on committees) but not the right to vote or to hold office.

#### E. Research Proposals

Emeritus faculty may file research proposals that support the School's mission. These proposals will follow the usual procedures including obtaining the required approval signatures.

#### F. Office Space, Secretarial Support and Other Resources

When available, office space and resource support will be assigned to those emeritus faculty desiring it. The allocation of resources to emeritus faculty members will be done by the Chairman of the emeritus faculty member's department. Priority will be given rehired annuitants engaged in teaching, with secondary priority given to emeritus faculty members engaged in sponsored research.

#### G. Benefits

Benefits (health insurance, life insurance, retirement annuities, etc.) for retired faculty members are governed by Civil Service regulations and policies. Retired faculty should consult the Civilian Personnel Office for answers to questions.

#### H. Mail

Emeritus faculty may receive official professional mail at their department.

#### I. Parking

Emeritus faculty in a teaching status are eligible for a faculty parking sticker.

### ADJUNCT FACULTY

#### I. General

As a complement to the regular faculty, the adjunct professoriate increases institutional flexibility and provides a means for responding to a diversity of programmatic needs that are difficult to satisfy in the short term within the administrative parameters of the regular faculty.

All adjunct appointments are temporary non-tenure track and offers of employment explicitly state this fact. Such appointments may or may not be renewable depending upon conditions set forth below. Appointments are made as either adjunct teaching professor or adjunct research professor. Further, all such appointments are considered rankless in the sense of distinctions between the academic titles ranging from instructor to full professor.

#### II. Adjunct Teaching Professor

Such appointees must possess the qualifications for teaching expected of regular faculty appointees. Research ability and record are not considered as criteria for appointment or



performance evaluation. Adjunct teaching faculty are employed in a teaching role, although they may engage in research to maintain professional vigor. In the event that conditions warrant their reappointment, such temporary appointments may not be renewed for more than five years.

### III. Adjunct Research Professor

Such appointees must possess the qualifications for conducting research expected of regular faculty appointees. Teaching ability is not a criterion for appointment or performance evaluation. Adjunct research faculty may be offered repeated appointments so long as programmatic needs, available funding, and performance warrant. While adjunct research faculty are encouraged to participate in thesis advising and in limited classroom activity to complement their research, they will not have primary course responsibility for more than six credit hours of instruction in each year of appointment. The approval of the Division Dean will be required for any teaching assignment.

### PROFESSIONAL RESPONSIBILITIES

The faculty member is guided by the deep conviction of the worth and dignity of the advancement of knowledge. This mandates a personal responsibility to live up to full intellectual potential and to develop a solid base of professional activities. He/she recognizes that an academic career is a full-time job.

As a teacher, the professor has responsibilities to students to encourage their free pursuit of learning, emphasizing a role as intellectual guide and counsellor. The best scholarly standards must be maintained, bearing in mind the School's educational mission and the officers' future requirements. The professor earns the respect of students and of colleagues as regards his teaching activities, both in and out of the classroom.

As a scholar, the faculty member develops and maintains a reputation among professional peers outside the School through such activities as publication, consulting, active participation in learned societies, interaction with other Navy activities, etc. The scholar recognizes a responsibility to contribute actively to the body of knowledge encompassed by his or her field.

As a member of the faculty, the professor has the obligation to exercise good academic citizenship by full participation in the government of the faculty, including the acceptance of committee duties, etc. The faculty member also recognizes personal responsibilities to the administrative operation of the School by direct participation and by adherence to stated regulations.

Finally, as a member of the Naval Postgraduate School and of the Navy community, the professor has a special responsibility to insure that all professional activities are consistent with the mission of the Navy. The Faculty member is aware of the importance of graduate education to the Naval officer and is thus committed to achieving educational objectives useful to the officer throughout his career.

#### ACADEMIC WORKLOAD

The full-time academic teaching workload has been established as eleven contact hours per week. Academic tasks other than instructing in the classrooms and laboratory are included in this figure on an equivalent basis; e.g., the duties of the Academic Associates in curriculum matters, the supervision of theses, supported research, departmental administrative tasks and continuing education. Academic activities are normally scheduled on campus between 0800 - 1700 Monday through Friday. As a federal establishment, department pay certification procedures account for a total of 80 hours during each biweekly pay period in one or more of the following categories: teaching or teaching related activities, research, leave (annual, sick, sabbatical, leave without pay).

#### ACADEMIC COUNSELING

Academic counseling is the responsibility of the Curricular Officers, Academic Associates, and the individual members of the faculty. The counseling program is designed to encourage students to seek assistance when advice is desired or the first indications of academic difficulties develop. At the beginning of each quarter, each faculty member should post office hours and notify the classes of the schedule, and encourage students to arrange appointments in cases of schedule conflicts. Office hours should be maintained conscientiously and should be distributed over the week to accommodate the students.

#### CIVILIAN FACULTY PERFORMANCE APPRAISAL

NAVPGSCOL Instruction 12430.2 (series) establishes the basic framework for the civilian faculty performance appraisal program in accordance with Title II, Civil Service Reform Act, Public Law 94-454. This program is intended to supplement, but not replace, the pay, promotion and tenure procedures.

All faculty members will be appraised against established performance standards annually. The appraisal cycle will be on an academic year basis (from 1 October through 30 September).

Faculty members may grieve performance appraisals and other matters relating to the appraisal program in accordance with NAVPGSCOLINST 12771.1 (series).

## FACULTY AWARDS

Faculty are eligible for consideration for the following awards.

### I. Rear Admiral John Jay Schieffelin Award for Excellence in Teaching

The award is made annually to recognize permanent faculty members who, through wide consensus, excel as teachers. The phrase, "excellence in teaching," refers to that complex of personal and professional qualities and actions on the part of the teacher which (1) make themselves felt primarily at the interface of personal contact between student and teacher; (2) help transmute the student's encounters with his subject matter into insight, enlightenment and love of learning; (3) elicit from the student responses in thought, feeling and action which enhance his capacity for self education and (4) manifest themselves in an effective individual style which authentically reflects the teacher's own unique personality, experience, character, and convictions.

A committee appointed by the Provost conducts a ballot polling of students and graduates to determine the recipient of the award. Normally, the polling begins in January so as to be completed by early June.

The award consists of a certificate and a monetary emolument based on moneys from the Rear Admiral John Jay Schieffelin Award fund and the civil service award system.

Normally, the award is presented at the June graduation ceremony.

### II. Distinguished Professor Award

The criteria for the Distinguished Professor Award are:

- In general, a candidate should be recognized as a "Senior Statesman" among his colleagues.
- The recipient's career should be distinguished by a combination of the following factors:
  - Continued effective service to the Naval Postgraduate School and the Faculty which have aided the growth or enhanced the stature of the Naval Postgraduate School.
  - Research or scholarly contributions while at the Naval Postgraduate School which have had significant impact on the candidate's field.

A committee appointed by the Provost seeks inputs from the faculty annually and recommends candidates for the award to the Provost and Superintendent.

The award consists of a silver medallion on a neck ribbon to be worn with academic regalia.

The recipient is entitled to the honorary address, "Distinguished Professor" in appropriate circumstances.

### III. Sigma Xi Carl E. Menneken Research Award

In 1963, the local chapter of Sigma Xi established a annual research award which is conferred by the Chapter on a member of the Naval Postgraduate School staff or student body in recognition of distinguished research contributions made by this member. In 1975, the name of the award was changed to the Carl E. Menneken Research Award in memory of Distinguished Professor Carl E. Menneken, Dean of Research Administration (1962-1972).

All members of the Faculty and Staff are invited to submit nominations for this award directly to the Chapter President of Sigma Xi in response to a request for candidates made during the March time frame.

The award, consisting of a plaque bearing the name and symbols of the Society and the name of the recipient, is to be presented at the Spring Initiation meeting. A commemorative plaque listing past awardees is on display in the Dudley Knox Library.

### DEGREES

The establishment or discontinuance of degrees is the responsibility of the Academic Council. No curriculum can be given degree credit nor may any candidate be awarded a degree unless so recommended by the Academic Council. The requirements for admission to candidacy and the award of the various degrees offered are described in the Policy Manual of the Academic Council, a copy of which is maintained in each department office.

### COMMENCEMENT EXERCISES

All faculty members in a pay status are expected to attend the commencement exercises in academic regalia or military uniform, as appropriate. Military faculty members who hold a Ph.D. degree are authorized to wear academic robes. The detailed instructions for commencements are published a week before each event.



## CONSULTING AND OTHER OUTSIDE EMPLOYMENT

The School, recognizing that outside consultation in the field has the potential for enhancing the professional competence of a faculty member, sanctions consulting activity which does not interfere with the performance of full duties at the School. Consulting activities not in excess of one day per work week are considered in conformity with this rule. The faculty member, in accepting a consulting agreement, does so as an addition to his full-time employment by the School, and not as a substitute for a portion of it.

A faculty member is required to obtain approval from the Academic Dean (Superintendent for military faculty) in advance of any proposed engagement in extra-School employment for remuneration. This is done by completing a request for advanced approval of outside employment or professional activity in accordance with NAVPGSCOLINST 5370.3 (series). The completed application is to be submitted to the Provost via the Department Chairman, the Division Dean, and the Staff Judge Advocate. For Military faculty the application is submitted to the Superintendent via the Department Chairman, the Director of Programs, the Division Dean, the Staff Judge Advocate, and the Provost.

The faculty member must, for his/her own legal protection, review the provisions of the Secretary of the Navy Instruction 5370.2 (series) on "Standards of Conduct and Government Ethics" and NAVPGSCOL INSTR 5370.2 (series). Some of the basic principles set forth in the "Standards of Conduct" instruction include:

- (a) Government facilities, property, and manpower may not be used for other than officially approved purposes or for private gain.
- (b) A government employee may not engage in any activity, with or without compensation, which might result in a conflict of interest or the appearance of conflict of interest.
- (c) Government employees may not receive basic pay from more than one position in the government for more than an aggregate of 40 hours of work in one calendar week (Sunday through Saturday) (dual compensation).
- (d) Government employees may not receive any salary or supplementation of salary from a private source as compensation for their government service.

(e) A government employee may not use, directly or indirectly, "inside information" to further a private gain for himself or for others.

(f) A government employee is prohibited from using his or her grade, rank, title, or position in connection with any commercial enterprise or in endorsing any commercial product. This does not preclude author identification for materials published in accordance with DoD procedures.

(g) A government employee may not engage in outside employment or other outside activity, with or without compensation, that may reasonably be expected to bring discredit on the government or the Department of the Navy.

Carelessness in the formulation of agreements or thoughtless actions by either the faculty member or his employer can lead to the embarrassment of the School and the possible assessment of civil penalties against or criminal prosecution of the individual faculty member.

The conflict of interest statutes have been interpreted as applying not only to the individual government employee but also to members of the individual's immediate family. Officers on active duty, and retired officers who are members of the faculty, are additionally constrained by laws and regulations related to their military service.

Faculty members who propose to do consulting which entails travel should make proposed travel requirements known to the Provost at the time that the notice is given of the consulting agreement, and should inform the Provost of subsequent changes in travel requirements. A faculty member's primary responsibility is to the Naval Postgraduate School, and this relationship must not be compromised. With proper approval of the basic consulting relationship, permission need not be sought for each journey outside the immediate area. Any problem which may arise as a result of this outside-of-area consulting should be treated in the same manner as one would handle a delay in his return from annual leave.

The ultimate responsibility for adhering to the provisions of the DoD directives cited above rests with the individual faculty member. Sanctioning of consulting activity does not imply immunity from the conditions of these directives. There is a continuing obligation for the faculty member engaged in consulting to review the nature of the employment to ensure his/her continued compliance with applicable directives.

## POLITICAL ACTIVITIES

In 1939, Congress approved landmark legislation known as the Hatch Act which limits the political activities of federal employees, employees of the District of Columbia and certain employees of state and local governments. In passing the Hatch Act, Congress determined that partisan political activity by these employees must be limited for public institutions to function fairly and effectively. Through the years, various challenges to the Hatch Act have served to reaffirm this basic premise. Detailed information on the provisions of the Hatch act are available in the Civilian Personnel Office or in the legal office. The following list contains examples of both permissible and prohibited political activities for covered employees.

- . May register and vote as they choose
- . May assist in voter registration drives
- . May express opinions about candidates and issues
- . May participate in campaigns where none of the candidates represent a political party
- . May contribute money to political organization or attend political fund raising functions
- . May wear or display political badges, buttons, or stickers
- . May attend political rallies and meetings
- . May join political clubs or parties
- . May sign nominating petitions
- . May campaign for or against referendum questions, constitutional amendments, municipal ordinances
- . May not be candidates for public office in partisan elections
- . May not campaign for or against a candidate or slate of candidates in partisan elections
- . May not make campaign speeches or engage in other campaign activities to elect partisan candidates
- . May not collect contributions or sell tickets to political fund raising functions
- . May not distribute campaign material in partisan elections



- . May not organize or manage political rallies or meetings
- . May not hold office in political clubs or parties
- . May not circulate nominating petitions
- . May not work to register voters for one party only

#### TRAVEL

The Naval Postgraduate School encourages faculty professional travel which has clear potential value to the School and has been duly approved by the Department Chairman. Reasons include (not in priority order):

- a. Improvement of curricula and courses.
- b. Conducting research.
- c. Recruiting.
- d. Familiarization visits to naval installations and discussion of Navy problems.
- e. Advancement of professional proficiency and reputation of the faculty.

Purpose (e) is served, for example, by presentation of a scholarly paper at a professional society meeting or conference, and by participation in the affairs of a professional society via officership or membership on an official committee of the Society.

NAVPGSCOL INSTRUCTION 4650.4 (series) provides the policy and procedures on official travel. It should be consulted for more explicit details associated with travel.

It is the Department of the Navy and NPS policy that official travel shall be limited to that necessary to effectively and efficiently carry out the mission of this command. Travel meeting this criteria will be performed by the most economical means available by the minimum number of personnel for the minimum time consistent with the requirements of the mission.

Travel funds are public monies and are limited. Their judicious utilization and conservation is a responsibility of each faculty member and each Department Chairman. To maximize the total professional benefits from the funds available for travel, the following precepts govern faculty travel:

- a. Commercial air travel by tourist class wherever feasible (see JTR, Vol. 2, Chapters 4 and 6).

- b. Utilization of military aircraft where practicable (see NPSINST 4630.2 series).
- c. Limitation of a trip to the sensible minimum time required to accomplish the purposes of the trip.
- d. Consolidation of trips, where feasible.
- e. Use of BOQ facilities whenever available and practicably located.
- f. Where there exists a choice of meetings at which to present a paper, or serve some other appropriate purpose, the geographically closest meeting is to be favored, if no appreciable loss of benefit to the Naval Postgraduate School is incurred thereby.
- g. Annual leave when taken in connection with official travel should not exceed the number of work days associated with the official travel.

#### Foreign Travel

Foreign travel is considered to be any travel outside the United States and its territories. Requests for clearances must be submitted at least 30 days and as much as 60 days prior to the traveler's departure date depending on the foreign country to be visited. NAVPGSCOLINST 4650.4 (series) provides the policy on official travel.

#### SABBATICAL LEAVE

The basic policy regarding sabbatical leave is found in Appendix A. The following policies and procedures are in amplification and implementation of the basic policy.

There is no fixed period before a faculty member is eligible for sabbatical leave or that must occur between such leaves. In general, the minimum time interval may be expected to approximate the traditional six years; but it may be shorter. The anticipated professional benefit from the sabbatical leave is more important than timing.

A faculty member wishing to be considered for sabbatical leave should make written application on a form from the office of the Academic Dean. To integrate sabbatical leaves into the fiscal year planning cycle at both the Departmental and School levels, applications for the next fiscal year will be considered once a year, with applications due 1 April. Applicants will be informed of approval or disapproval by 15 May.

The application should describe fully the anticipated professional benefit to be derived from the sabbatical leave and any specific activities planned during the leave period. The cognizant department chairman shall append comments to the application. The application is forwarded to the Academic Dean via the Division Dean with comments and recommendations appended.

Applications will be evaluated by a Sabbatical Leave Advisory Committee composed of faculty members appointed by the Academic Dean. This Committee prepares a written appraisal of the professional benefit that may be expected from the proposed sabbatical leave and makes a written recommendation of approval or disapproval. These are forwarded to the Academic Dean along with a priority ranking of all outstanding applications in that group which are favorably recommended by the Committee.

The primary criterion for granting sabbatical leave is the demonstrated potential for the enhancement of the value of the faculty member to the educational program of the Naval Postgraduate School through advancement of his/her capabilities as a scholar. Representative plans for a sabbatical leave might include such things as preparation to teach in a new academic area, scholarly research and investigation, the writing of scholarly materials, formal study of new developments in one's area of specialization, study or research in the company of scholars at other institutions, or other means of broadening one's intellectual horizons.

Sabbaticals include five months at full pay. A faculty member on sabbatical leave is expected to devote time and efforts primarily to the planned purpose of that leave. No additional compensation from any source may be received during the paid portion of the leave which would constitute a salary or supplementation of salary as compensation for the performance of the member's government service. (18 U.S. Code 209)

Faculty members on sabbatical leave will be considered for pay increments, promotions, and tenure in the usual way.

During the academic quarter after return from sabbatical leave, a faculty member should report to colleagues on scholarly activities during that period. In this way, the diverse benefits of many sabbaticals may help enrich the scholarship of the entire faculty.

A faculty member who accepts sabbatical leave assumes a moral obligation to continue their service at the Naval Postgraduate School for a two-year period following return from such leave.

## LONG-TERM TRAINING AND EDUCATION PROGRAM

Section 16, page 9, Appendix A, indicates the basic policy of this program. It is the policy of the Navy Department to provide long-term training essential to the accomplishment of its mission. Long-term training refers to training consisting of 120 consecutive training days or more, in either Government or non-Government training facilities and in management or within specialization subject matter categories. This training and education must have high potential value to the Navy Department and be related to specific functions and responsibilities, either current or those of the future. The training must relate to the employee's performance in the present assignment or in planned future assignments. The employee must have demonstrated aptitude for the training and reached a point in career development where the training opportunity is appropriate.

This program comes under the purview of the Office of Personnel Management and specifics may be found in the Civilian Personnel Instruction (CPI410) series. A long lead time between application and implementation is required since the requests for training must be centrally approved. Training for the sole purpose of obtaining a degree or for personal benefit is not authorized under this program. Faculty members interested in exploring the full aspects of this program should contact their department chairman.

## THE RESEARCH PROGRAM

I. General. For the approved policy see Appendix A, page 8, sections II. The basic goals of the Naval Postgraduate School's research are:

A. To create opportunities for individual faculty members to engage in original research directed toward advancing the frontiers of knowledge, and thereby to maintain the currency of knowledge which is essential to the conduct of graduate education and the guidance of graduate thesis work, and;

B. To enrich the instructional program by encouraging faculty members and associated students, through personal involvement, to become acquainted with the scientific and technological problems facing the Navy and with the key personnel responsible for the programs attacking these problems.

A strong faculty research program is a necessary and integral part of graduate education. As an institution whose prime mission is advanced education, it is essential that NPS should have a research program "to sustain academic excellence" by having faculty personally involved in the advancement of knowledge. It is assumed, further, that the quality and



relevance of the research is such that its results will assist the Navy and the Department of Defense in the solution of their problems.

The individual faculty member, in initiating and prosecuting a research project, accepts not only a personal responsibility to the sponsor and the Naval Postgraduate School to conduct the agreed-upon research as effectively as possible, but also to strive for a project that is true research in the context of the stated goals, and is not solely routine data-taking or testing. The probability that results will either be published in the professional journals, or contribute to a significant improvement in DoN/DoD capabilities should be reasonably high.

To achieve appropriate momentum and progress in a research project, faculty members may be released from teaching during any academic year up to one-half time, during which their salaries are paid out of research funds. (Thesis supervision is construed as teaching in this connection). Professionals of academic stature may be employed as Adjunct Research Professors to assist the principal investigator.

Beginning in FY88 Navy research at NPS is direct-funded through the School's O&MN budget. A portion of the funds are made available to the NPS Research Council for The Foundation Research Program which supports locally approved research from a wide variety of non-Navy sponsors on a reimbursable basis.

II. Direct Funded Research at NPS. SECNAVINST 7040.12 directed a change in the procedures for funding Navy research at NPS. The School no longer accepts reimbursable funds from Navy sources for the support of faculty research projects. Rather, the funds are available in the NPS budget.

Just as for the externally sponsored projects, research proposals are prepared for submission to research sponsors. While funding is not sought from Navy sponsors, the faculty continue to interact with the Navy research and development community seeking technical approval of projects, and an evaluation by the sponsor of the relevance of the proposed work to Navy programs. More information is available in NPSINST 3900.4 (series) or from the Research Administration office.

III. The Foundation Research Program. The Foundation Research Program is used to provide support for faculty who are initiating research programs to enable them to conduct their research to a stage which would establish the merits of the program and demonstrate its potential in a manner which could attract the support of a potential sponsor. The program is also intended to provide continuing support of productive programs that are so fundamental in nature or of such character that it is difficult or impossible to obtain sponsor's support.

It is the function of the Research Council to allocate the resources of the Foundation Research Program to faculty based upon careful consideration of the quality of proposals and their appropriateness for funding from this source. The Council publishes "Guidelines" annually which explain the Foundation Research Program.

The Research Council invites proposals from all the faculty who desire support of their research under this program. The investigator is requested to describe in the proposal the specific problem upon which it is planned to work, knowledge of the current status of the field, the expected cost of equipment, supplies, personnel support, and the time to be devoted to the program.

The proposal is submitted to the Council via the Department Chairman, the Research Administration Office, and the appropriate Division Dean.

After the proposal is submitted, a member of the Council interviews the investigator and discusses the proposal with him, to secure any collateral or additional information deemed to be helpful to the Council in arriving at its recommendations, and the investigator is invited to give a brief presentation to the Council and answer questions.

While the Council is composed mostly of faculty actively engaged in research, it does not consider itself fully qualified either to judge in detail the scientific merit of the research or to specify the conduct of the program. The Council attempts rather to assess the professional caliber of the investigator and to estimate the degree to which an investment in the particular investigator and research program will be productive. The Council takes into account the past research activity of the investigator, as well as the general area of the research proposed, its appropriateness to the Naval Postgraduate School, and its relevance to the instructional program.

IV. Non-Navy Sponsored Research Program. To solicit external support for a sponsored project a faculty investigator submits an official proposal to a potential sponsor over the "by direction" signature of a Division Dean for the Superintendent.

The proposal is first reviewed by the Department Chairman, who determines if the content of the program is compatible with the goals of the department, if the scheduled faculty release time is acceptable and if the necessary department services and facilities are available to the program. The Department Chairman then endorses the proposal, if it is acceptable, and forwards it to the appropriate Division Dean via the Director of Research Administration who reviews the proposal. The proposal is then sent to the appropriate Division Dean for approval.

If the proposal is accepted by the sponsor, all project funds are accepted by the Comptroller in the name of the Superintendent. Final approval for any obligation against the funds of a sponsored research project is dependent upon the nature of the obligation, but, consistent with the individual responsibility assumed by the faculty member in proposing and accepting the project, no one other than that faculty member, as principal investigator, may initiate any obligations against the project funds. The Comptroller, the Research Administration Office and the Division Deans provide assistance to the faculty investigator in the management of project funds within the framework of Naval Postgraduate School policies.

Faculty members may be retained during their intersessional period to work on approved sponsored research projects, if their salaries are paid out of project funds. Other supporting personnel may be employed as necessary to assist faculty with sponsored projects and the thesis students associated with the project. Arrangements must be made through the Department Chairman and Division Dean.

#### COOPERATIVE RESEARCH TOURS AT NAVAL LABORATORIES

Cooperative tours at Navy research facilities during the intersessional period provide many civilian faculty members the opportunity to do research at Navy/Government laboratories and keep abreast of current Navy research problems in their fields of interest. Arrangements for a cooperative tour may be initiated by the individual faculty member through his Department Chairman and Division Dean.

#### SHIPBOARD INDOCTRINATION VISITS

The Naval Postgraduate School arranges for indoctrination visits aboard Navy ships for faculty members. All civilian and military faculty are encouraged to participate in this program, especially those who have never been aboard a Navy ship.

The purpose of these visits is to introduce faculty members to technical, tactical, and managerial problems associated with operating forces. This is expected to result in more relevant application in the academic environment at the Naval Postgraduate School.

#### COPYRIGHTS

The literary property rights of government officers and employees are not affected by their government employment providing their literary product has not been produced as part of their official duties. (For clarification, see Digest of Opinions, Judge Advocate General of the Armed Forces, Volume 9,



page 163, 1959-1960). All publications not required of a faculty member specifically as a part of his teaching or research assignment will be recognized as having been prepared on his/her own time and not as part of official duties.

In connection with any publication involving a copyright and falling within the scope of this policy, the concerned faculty member, for his/her own legal protection and that of the Naval Postgraduate School, will complete the affidavit form available in the office of the Academic Dean. This affidavit may be notarized at the Legal Office of the School.

The referenced JAG Opinion is directed solely to the question of copyright entitlement. It does not alter the policy of the Naval Postgraduate School that diversion of School secretarial or equipment time to preparation of manuscripts to be commercially marketed is not authorized.

#### SECURITY

Security of information and its physical control are the direct and personal responsibility of every person in the Department of Defense. The Naval Postgraduate School Information Security Manual (NAVPGSCOLINST 5510.2 series) describes the responsibilities and procedures for the School's Information Security Program and is available in each Academic Department Office. It is considered part of the required reading for all faculty members.

Faculty are eligible for security clearance when actively engaged in:

- a. Teaching a classified course
- b. Conducting classified research
- c. Classified thesis advising
- d. Mission essential duties that require access to classified material

Non-U.S. citizens are not eligible for a security clearance.

Questions regarding security clearance procedures should be referred to the NPS Security Manager (Code 043).

#### Classified Matter:

The regulations governing access to and custody of classified information, papers and materials are prescribed in OPNAVINST 5510.1 (series). Those provisions having the most

common applications to the faculty, together with local instructions, are set forth in the Naval Postgraduate School Information Security Manual. A requirement exists for the Security Manager to accomplish an annual inventory of secret documents in an individual's custody.

#### Publishing:

The School and the Navy recognizes the need for academic freedom to publish and encourages individuals to do so, however, this must be balanced with national security. All documents prepared for publication will be reviewed for proper classification, for prescribed technical data and for categories of information which require automatic review and clearance by Office of the Assistant Secretary of Defense (Public Affairs) prior to public release. Chapter 7 of Naval Postgraduate School Instruction 5510.2 (series) and Naval Postgraduate School Instruction 5600.5 (series) offers further guidance and states that primary review will be the responsibility of the Department Chairman.

#### Visitors:

Visits to NPS by professional colleagues to speak and lecture are encouraged. However, there are certain restrictions that apply.

- a. Visits to NPS, by citizens of communist or hostile countries for any reason require prior approval from higher authority. Informal invitation is not authorized.
- b. Visits to NPS by other foreign nationals is authorized after notifying the Security Manager.
- c. Discussions with visitors must be conducted at an unclassified level and only information that is in the public domain.

#### STANDARDS OF ATTIRE

Standards of attire are prescribed in the Naval Postgraduate School Organization Manual (NAVPGSCOLINST 5400.2 series). These standards are summarized in the following paragraphs.

Neat clothing, consistent with current fashions, and of a style which would be appropriate in the Navy Department and comparable professional offices is required in Herrmann Hall and the academic buildings, except for employees engaged in maintenance or janitorial work. Military Officers, faculty, and male office employees are expected to wear coat and tie or coat and

turtleneck shirt during the working day. Appropriate standards of civilian dress are expected of females. Laboratory coats may be worn in laboratories or classrooms.

For evening functions and meetings (after 1800) in academic buildings, King Hall and in the main dining room of the Commissioned Officers' and Faculty Club after 1800 on Friday and Saturday, either coat and tie or coat and turtleneck shirt are required of males. Females should follow appropriate and compatible standards.

Appropriate athletic dress may be worn while engaged in athletics and while proceeding to and from athletic activities (except swim suit or similar abbreviated attire). A shirt is required while jogging and on the tennis courts and while proceeding to and from athletic activities. Swim suits are permitted only within the swimming pool enclosure. Casual attire (i.e., warm-up suits, etc.) may be worn while proceeding to and from the swimming pool or tennis courts.

#### TRAFFIC REGULATIONS

Parking and traffic regulations are given in Naval Postgraduate School Instruction 5560.2 (series). They are summarized below.

Persons operating motor vehicles on NPS property must register their vehicles with the Security Police and have a current vehicle Station Pass affixed. To receive the Station Pass, all vehicles must carry a minimum of \$15,000/\$30,000 public liability insurance and \$5,000 property damage insurance.

The maximum speed on NPS property is 20 mph unless otherwise posted. Speed limits are radar enforced. Violators are cited to the Federal Magistrate.

The operation of vehicles on NPS property is in conformance with the regulations of the California Motor Vehicle Code. Special restrictions regarding operation of motorcycles and scooters are contained in NPS Instruction 1020.1 (series).

Parking assignments and regulations are explained to all personnel when they register their vehicles with the Security Police. Carpooling is strongly encouraged. In addition to conserving energy, it allows NPS to provide preferential parking spots to members of carpools.

All vehicular and pedestrian traffic, whether military or civilian, comes to a complete stop for the duration of Morning Colors (0800) and Evening Colors (Sunset).

## JURY DUTY

California law does not exempt teachers from jury duty, and most Naval Postgraduate School faculty can expect to be called to serve. When that happens, the faculty member should of course notify his department chairman. Further, he should as quickly as possible communicate with the jury commissioner to request special consideration. While experiences vary from court to court and from time to time, most faculty members who have been called feel that the local court officials have been most helpful in adjusting periods of service to coincide with intersessional periods, to fall on particular days of the week on which the professor was free, and to avoid previously planned travel.

NOTE: The Federal Personnel Manual requires that individuals called for jury duty be placed in a court leave status. This leave does not count against annual leave because the individual has been administratively authorized to perform the duty. Because the government loses the individual's services for the day in question, it requires that any payment for jury service (except mileage payments) be returned to the Treasurer of the United States. Faculty members on intersessional will not be recalled to duty and placed on court leave. Individuals called for court duty while on annual leave should inform the Director of Academic Planning's Office so that they can be placed in court leave status. The change of status will not occur unless notice is given. For complete information, see Naval Postgraduate School Instructions 7410.3 (series).

## SCHOOL PROCEDURES

### CLASS SCHEDULES

The Naval Postgraduate School operates under a quarter system, with each term of instruction lasting 12 weeks. The last week of each quarter is set aside for examinations. In addition, there are two 2-week recesses during the academic year, one over Christmas and one during June - July.

Classes are scheduled from 0810-0900 through 1610-1700. The Class Scheduler, under the Dean of Academic Administration, is responsible for developing the schedule for each quarter from the student programs, within the limitations imposed by facilities. The responsibilities of the Class Scheduler, the Department Chairmen, and the Curricular Officers in the scheduling process are set forth in NPSINST 5010.3 (series).

Because of the complexity of composing workable schedules, requests for special scheduling consideration in the development of class schedules are entertained only in circumstances justifiable on the basis of direct benefits to the Naval Postgraduate School. Such requests are to be submitted to the Office of the Dean of Academic Administration by the Department Chairman concerned. The requests should state the basis for the requested exceptions.

Once the class schedule for a quarter is published, changes in the published schedule will be considered only for specific and pertinent reasons which include: resolution of hour or room conflict, provision of a more adequate classroom or laboratory, correction of radical imbalances in class sizes, or change of instructor assignment to scheduled courses to provide better instruction or to consolidate faculty schedules. Other alterations in published schedules for faculty and/or student convenience are discouraged.

All requested changes in the published schedule are to be communicated directly in writing to the Class Scheduler by the Department Chairman concerned. When time is of the essence, the change requests may be made by the Chairman by phone with subsequent confirmation in writing. Requests justified on basis other than those specifically mentioned above will be referred by the Scheduler to the Dean of Academic Administration for approval.

## GRADING SYSTEM

Students' performances are evaluated on the basis of a quality point number assigned to each letter grade achieved in a course. Faculty are required to submit grades no later than ten o'clock on the Monday immediately following graduation week.

The Academic Council has established the following policy for the grading system of the Naval Postgraduate School.

<u>PERFORMANCE</u>	<u>GRADE</u>	<u>POINT VALUE</u>
Excellent	A	4
	A-	3.7
	B+	3.3
	B	3
	B-	2.7
	C+	2.3
	C	2
	C-	1.7
	D+	1.3
	D	1
Failing	X	0
Incomplete	I	--
Withdrew Passing	W	--
Nongraded	N	--
Pass	P	--
Fail	F	--

Courses may be designated for Pass/Fail grading when requested by the academic department and approved by the Academic Council. This designation has been applied to seminar courses, etc. Additionally, a student may elect to take a course in the P/F mode if approval is granted by both his Curricular Officer and the appropriate Department Chairman. The P/F option is allowed only for courses which are not required to satisfy degree or curriculum requirements. However, hours earned by the grade "P" are counted toward fulfilling course hours specified by the degree requirements.

A grade of Incomplete (I), if not removed within twelve weeks following the end of term for which it was received, will be replaced by the grade "X". Exceptions must be individually approved by the Academic Council.

When the quarter hour value of a course is multiplied by the quality point number of the student's grade, a quality point value for the student's work in that course is obtained. The sum



of the quality points for all courses divided by the sum of the quarter hour value of all courses gives a weighted numerical evaluation of the student's performance termed the Quality Point Rating (QPR). A student achieving a QPR of 3.0 has maintained a B average in all courses undertaken with a proper weight assigned for course hours. Graduation requirements at the Naval Postgraduate School have been established at a QPR of 3.0 or better for all graduate courses of a curriculum and either a QPR of 2.50 or better for all undergraduate courses or a 2.75 QPR in all courses in the curriculum.

The computation of Quality Point Rating for use in determining qualification for an academic degree shall be based on:

- a. All courses taken at the Postgraduate School while the student is enrolled in the curriculum leading to that degree;
- b. Any other courses taken at the Postgraduate School which are used to satisfy the degree requirements.

6 Each student must be registered in each course in which the student is a candidate for credit, not later than the end of the second week of the quarter.

Each student will receive a mark in every course in which the student is registered. If a student drops a course after the end of the second week, the student's mark will be "W". A mark of "W" will not have any effect on the student's scholastic standing.

The academic record of a student may be deleted completely for a given quarter when the student is absent for a portion of the quarter for medical reasons. The transcript will show "Excused for the quarter for medical reasons." However:

- a. The student shall not be permitted to delete only a portion of the student's courses for this reason. The grade of "W" shall be used when it is necessary to withdraw from only a part of the program.
- b. Such deletion shall be requested by the Curricular Officer and approved by the Dean of Academic Administration.

Deviations from the procedure outlined above will be made only with the approval of the Academic Council.



A student may repeat a course for the purpose of improving the student's grade when the grade received originally was either "D" or "X", provided such course repetition is taken at the Naval Postgraduate School. Approval must be granted by both the Curricular Officer and the Department Chairman of the student's curriculum. For record purposes, both the original and the repeated course are shown on the transcript. For QPR computation the credit hours of the course are counted once, and the quality points earned are the average of the two.

#### INDEPENDENCE OF STUDENT WORK

All work submitted by a student for a grade in any course shall be the work of that student alone, unless prior explicit permission has been given by the instructor to do otherwise. It is the instructor's responsibility to establish and clarify the ground rules that apply to all graded exercises, including homework, projects, lab reports, papers and examinations. If any doubt exists concerning the degree of independence of student work that is expected, it is the responsibility of the student to resolve the question prior to undertaking the work. The primary objective of this shared responsibility between instructor and student is to prevent misunderstandings.

If an instructor suspects that a violation has occurred, the instructor may wish to discuss this with the student(s) involved, require reexamination, or take other appropriate measures designed to prevent any future violations. If the instructor feels there is substantive evidence that a violation has occurred, the instructor is advised to discuss the circumstances and evidence with the department chairman. In cases where the evidence seems conclusive to the instructor and chairman, the matter will be brought to the attention of the cognizant curricular officer. The grade assigned in the course is the sole prerogative of the instructor, however the instructor should not apply grade penalties except for confirmed violations.

#### REPORTING OF REGISTRATION AND GRADES

The procedure for faculty reporting of registration, changes in registration, grades, and changes in grades, are described in Naval Postgraduate School Instruction 5211.2 (series).

Although no school guidelines have been stated for grading practices, some criteria for valid grade changes have been set forth in NAVPGSCOLINST 5211.2 (series) to provide consistent practices by all instructors and fair and equal treatment for all

students. The procedures for, and time devoted to, preparation and submission of course marks should allow opportunity for impartial judgment of the marks assigned. The judgment completed before the submission of the grades should be done with sufficient care so as to be defensible and not subject to later appeal on grounds of misjudgment. Consequently, reasons for changes in grades should be submitted only for reasons from the following categories:

- a. Arithmetic errors in calculating grades. The discovery of one error by the instructor should lead to recomputation of all grades so that every student gets equal treatment.
- b. Clerical errors. Typically this may be an error in transcribing grades from one list to another.
- c. Make-up of Incomplete. The grade of Incomplete "I" may be assigned if a significant, identifiable part of the course has not been completed. The make-up work should be judged with the same standards as used for the regular quarter's work. This request must be submitted to the Registrar's Office within twelve weeks following the end of the quarter for which the grades were given.

#### FINAL EXAMINATIONS

Final examinations may be given only during the twelfth week of each quarter. Examination Schedules are prepared and distributed by the Class Scheduler. To facilitate common examinations for students in different segments of the same course, the Examination Schedule provides a common examination period, or contiguous examination periods, for all segments of the same course.

#### CONTINUING EDUCATION PROGRAM

In addition to curricular programs the Naval Postgraduate School conducts a continuing education (CE) program through the Office of Continuing Education established in June 1974. The duties of this office are delineated in the Naval Postgraduate School Staff Instructions. The principal activities of the program are as follows:

- a. Development and delivery of all courses given off-campus for review or academic credit. Nearly all of these courses are delivered in a self-study format to officers for completion at their local duty station. An annual catalog listing all available self-study courses can be obtained from the CE office.

- b. Administer the development and delivery of all short courses both on and off campus. All short courses are supported with funds from a single sponsor or from tuition fees. Instructions for preparing proposals for development and delivery of short courses are in each academic department office. A proposal should be submitted for each short course delivered.
- c. Administer an educational counseling program for military officers to assist them with their career education planning. Officers are counseled about the Navy's Graduate Education Program, NPS Curricula Programs, and the process of becoming selected for fully-funded graduate education. This function is performed in coordination with Curricular Officers at NPS.

#### QUESTIONNAIRES AND SURVEYS

Any surveys or testing of groups, other than that associated directly with concurrent courses in the educational program of the students, must be approved jointly by the Dean of Academic Administration and the Director of Programs.

Request for approval of such group-testing should be accompanied by:

- a. Sample copies of the tests or questionnaires;
- b. Statement of the purpose of the testing;
- c. Description of the proposed uses of the testing data provided;
- d. A statement of the proposed schedule of the tests, identification of the student group affected, and responsibility for administration of the test; and
- e. Proposed custodialship of the testing data, together with description of measures to protect privileged or sensitive information.

All other group-testing, either newly proposed or proposed for continuation, must be submitted for approval in accordance with the above procedure.

## STUDENT COMMENT ON INSTRUCTION

Student comment on the effectiveness of each faculty member's instruction is obtained in part by means of the Student Opinion Form, which is uniformly administered at the end of each regular course.

Distribution and collection of the questionnaires in a faculty member's course should be accomplished toward the end of the quarter and in a manner designed to ensure a response from each of the students and to preserve the anonymity of each student.

Responsibility for the content of the questionnaires rests with the Faculty Scholarship Committee. Administrative control is exercised through the Dean of Academic Administration's Office. Processing instructions are included on the cover sheet which forwards the questionnaires to the Professors during the tenth week for each course being taught. Essentially, the professor is expected to distribute them in the eleventh week of the quarter. The senior officer (or section leader) as identified to the class by the professor is expected to collect the completed forms and return them to the departmental secretary for further processing by the last class session.

For each class, only numerical data summaries are forwarded to the Department Chairman. A copy of the numerical summary and the original forms are returned to the instructor. The Department Chairman will utilize the information as he sees fit to assist him in discharging his responsibilities for improvement of instruction. The Department Chairman will consider the completed questionnaires, or any part thereof, as privileged information. Release of these data to third parties will not be made without the consent of the concerned faculty member. Student comment-on-instruction questionnaires, properly structured, properly solicited, and properly used, possess a potential for substantial contribution toward the general improvement of instruction at the Naval Postgraduate School.

## SMOKING AND BEVERAGES IN CLASSROOMS AND LABORATORIES

Navy Regulations which strictly limit smoking in enclosed areas are applicable to all military and civilian personnel at the school.

Smoking is not permitted at any time in elevators or formal lecture rooms or in any classroom, auditorium, library, or conference room. Smoking in laboratories is permitted, at the discretion of the instructor, only if adequate ventilation is provided.

Smoking is not permitted, of course, in any area where flammable liquids are being used, or in the vicinity of stored flammable liquids.

Beverages in classrooms and laboratories are prohibited by School Regulations. Many classrooms are carpeted and have upholstered furniture. The limited janitorial services are unable to cope with overturned coffee cups, sticky soft drinks, etc.

## BENEFIT PROGRAMS

The specific provisions of the following Federal employee benefit programs will be found in the several volumes of the Federal Personnel Manual prepared by the Office of Personnel Management. The following summaries are for general information only. Faculty members should consult with the Civilian Personnel Officer if they need updated and specific information. In addition, the Faculty Retirement and Insurance Committee continually reviews programs which affect or can be of interest to the faculty.

### RETIREMENT PROGRAM

Faculty members employed under appointments of more than one year beginning prior to 1 January 1984 participate in the Civil Service Retirement Systems (CSRS). Faculty members first hired to appointments of more than one year on or after 1 January 1984 are covered under the new retirement system; the Federal Employees' Retirement System (FERS). Faculty members currently covered by CSRS will have the option during an open season to transfer to FERS and/or participate in the thrift savings plan. Both systems provide retirement and disability benefits for the member and survivor benefits for the member's family. Active duty military time is creditable toward eligibility for retirement under certain circumstances. Specific details on an individual's retirement can be obtained from the Civilian Personnel Office.

Under both the CSRS and FERS retirement systems, the annuity is reduced if (a) the member's civilian service includes service for which no retirement deductions were deposited, (b) the member withdrew his/her contributions to the retirement fund after terminating a past period of federal service and has not made a redeposit, or (c) the member elects a survivor annuity. A member may withdraw his/her contributions to the fund if employment in the Civil Service is terminated for a period of at least 31 days and if he/she is not eligible for retirement at the time of separation. A member of the Retirement Fund is guaranteed a return from the fund which is at least equal to his/her contributions. However, no interest is paid on these refunded contributions.

Members planning retirement should keep in mind the effect of unpaid intersessional periods on the high-three average salary. It is advisable to stop in at the Civilian Personnel Office no later than six months before retirement to establish completeness of records of Federal service, including military. This is to allow lead time for obtaining needed records, documentation of previous pay, if relevant, and arrangement for payment of any deposits necessary to allow full credit.



## MEDICARE

Medicare, the program to provide medical insurance to the elderly, consists of two parts: Part A, which provides hospitalization, and Part B, medical benefits. Part A is funded by Social Security taxes and is available to anyone receiving Social Security benefits without additional payment of premiums; Part B requires individual election and payment of a premium. Social Security withholdings include a 1.3% contribution to the hospitalization insurance. Although Federal employees making regular contributions to the Civil Service Retirement System are exempt from paying Social Security retirement tax, the exemption does not extend to the hospitalization insurance. A withholding of 1.3% of basic pay up to a maximum taxable base.

## FEDERAL EMPLOYEES' GROUP LIFE INSURANCE

Faculty members, except under temporary appointment, may participate in the Federal Employees' Group Life Insurance Program. The program provides term insurance in a basic amount roughly equivalent to a faculty member's salary, and additional optional insurance in varying amounts, which may be an additional \$10,000 and/or some multiple of one through five of the basic salary, and/or optional family coverage, whichever is elected. The current cost of the basic insurance is \$.18 for each biweekly period for each \$1,000 of insurance. Cost of the optional additional insurance is based on the employee's current age. The employing agency contributes one-third of the cost of basic insurance; employees pay the whole cost of optional insurance. Basic life insurance and the \$10,000 additional option include double indemnity for accidental death, and payment for accidental loss of one or more limbs or eyesight. After retirement, and upon the retiree's 65th birthday, members may retain at least one-quarter of the value of their basic life insurance without cost. Other options for retaining insurance amounts through the continued payment of premiums after retirement are also available. In order to continue life insurance options after retirement, the employee must have carried the same type of insurance for at least five years prior to retirement.

## HOSPITALIZATION AND MEDICAL EXPENSE INSURANCE

Provision is made for the participation of members and their families in the Federal Employee's Group Health Insurance Program. Two types of plans are available: Government-wide plans, under contract between the Office of Personnel Management and either the Blue Cross/Blue Shield Companies or the Aetna Life and Casualty Company, and employee organization plans, available to members who have signed contracts for coverage with various health insurance providers. Payment is by payroll deduction, with the employee paying part of the cost and the agency paying a



varying amount depending on the plan selected, with the Government contributions not to exceed 75 percent of the total enrollment costs.

The provisions of the different insurance carriers vary in detail and the plan which best fits the needs of the individual and his family should be selected. Enrollment is optional and can be canceled at any time since coverage is voluntary. Applications for group coverage are received by the carriers only on first employment or during the "open season" periods set by OPM (usually once a year, starting about the middle of November). Members with temporary appointments of a year or less are not eligible for participation. The total amount of the faculty member's annual contribution to this program is deducted during the academic session. For accounting simplicity, deductions are suspended during the last four pay periods of the calendar year, or withheld and refunded early the next year. Health insurance may be continued into retirement, provided the retiree has been covered under the Federal Program (not necessarily the same plan) for the five years immediately preceding retirement.

Because of the probation over a ten-month period of the insurance premium, unpaid intersessional periods are fully insured. However, if a faculty member goes on additional leave without pay during the academic year, he will be responsible for the payment of his premiums on return. (This is often done by doubling payroll deductions until the debt is recovered.)

Insurance terminates after 365 days in a non-pay status.

#### SOCIAL SECURITY

Only faculty members serving in certain types of Federal appointments--limited to one year or less, intermittent, and those covered by the Federal Employees' Retirement Systems (FERS) pay the full cost of Social Security. Those members covered by the Civil Service Retirement Systems (CSRS) pay the 1.3% Medicare tax (see MEDICARE) in addition to contributions to the CSRS.

#### INJURY COMPENSATION AND MEDICAL CARE

The Federal Employees' Compensation Act is administered by the Office of Workers' Compensation of the U. S. Department of Labor. The Act provides benefits to Federal employees for continuation of pay for traumatic injuries, compensation for wage loss, medical care and other assistance for job-related injury or death. An employee is entitled to first aid and medical care for an injury sustained while in the performance of official duty. The medical care is to be provided by any duly qualified local physician or hospital of the employee's choice. Federal Employees' Health Benefits Program plans will not pay medical

expenses resulting from a work-related injury or disease. An employee is required to give his or her official superior (supervisor) written notice of the injury within two working days after the injury in the performance of duty. Compensation may be denied if notice of injury is not given within 30 days, or if the supervisor does not have actual knowledge of the injury. Forms CA-1 (traumatic injury) and CA-2 (occupational disease) are provided for giving written notice. These provisions do not apply to dependents of Federal civilian employees.

#### MILITARY LEAVE

Civilian faculty members participating in a reserve program of the Armed Forces are expected to arrange to take their annual training duty during their intersessional period. In those cases where training can be performed only during the academic session, the faculty member should secure approval for military leave in advance of entering into a training duty commitment. The leave application should be forwarded to the Dean of Academic Planning via the cognizant Department Chairman. All reservists of the Armed Forces or members of the National Guard except temporary, intermittent and part-time employees, are entitled to leave of absence from duties, without loss of pay for not more than 15 days in any calendar year, for active duty, or for training.

#### LEAVE

Members of the civilian faculty earn annual leave while they are in a pay status, the number of days depending upon their years of service. In addition, they earn 13 days of sick leave each year. The amounts earned are reduced proportionately for any part of the year a member is in a non-pay status. The law granting these types of leave is administered by the Office of Personnel Management (OPM) and members of the civilian faculty are governed by the OPM's regulations applying to the associated benefits.

The Federal Civil Service status of the civilian faculty of the Postgraduate School causes less flexibility in the faculty member's use of the Christmas recess period and of the "tenth month" period of his academic year than that existing in civilian universities.

During the faculty member's ten-month academic year, Civil Service Regulations recognize only two possible types of employee status: (a) work status, or (b) leave status (annual, sick, holiday, or leave without pay). This means, that a faculty member must be in one or the other status during the periods such as the Christmas recess, or the intersessional period. During time in periods of this sort, when a faculty member is not in a leave status or another, he is therefore required to be engaged in, or available for, work for the School.

Some faculty members customarily spend such non-leave time on research, professional writing, course writing, or similar scholarly activities with the concurrence of the Department Chairman. Other faculty members may be designated by their Department Chairman to undertake other necessary tasks for the Department or the School, such as preparation of laboratories and apparatus for the quarter, teaching of refresher courses, departmental administrative work, etc. Faculty members who do not expect to be available for non-teaching duties during these periods are expected to submit leave requests for the days of nonavailability.

Civil Service Regulations require that each faculty member must be provided an opportunity during any calendar year to take the annual leave earned during that year. Such leave may be taken only during the faculty member's ten-month academic year, and the period when it is taken is subject to the approval of the Department Chairman. However, with the concurrence of the Department Chairman, the individual faculty member may arrange for his academic year to be so defined that his "tenth month" occurs when it would best suit his purpose for using his annual leave.

Civilian faculty members may be granted annual leave for emergency reasons at any time. Except in cases of emergency, civilian faculty members may not be granted extended leave during the academic session when such leave would interfere with the academic schedule.



## SCHOOL FACILITIES

### ACADEMIC FACILITIES

I. Library. The Dudley Knox Library's collections and services are maintained by four divisions: Reader Services, Research Reports, Acquisitions, Cataloging. The functions and scope of each division are briefly described below:

a. Reader Services Division (Open Literature): The division provides open literature sources in hard copy and microform. Included are books, journals, abstract literature, newspapers, and U. S. Government Printing Office publications, the latter received by virtue of the Library's depository status. It provides online access to commercial data bases which relate to the School's curricular and research fields of interest. Through the inter-library loan process, it borrows from other libraries' publications not held in the collections.

b. Research Reports and Classified Materials Division: (Classified and Unclassified Research Documents): This division is the Library's repository for classified (Secret, Confidential) and unclassified documents received in hard copy and microform. Through SABIRS, a locally developed information retrieval system, it provides bibliographic access to all hard copy reports held by the division. It also provides online access to the data banks of the Defense Technical Information Center, National Aeronautics and Space Administration, and the Foreign Technology Division, Wright-Patterson Air Force Base.

c. Acquisition Division (Collection Acquisitions): Library support requirements are coordinated within each academic department by Library Faculty Liaison Officers. The procurement of materials recommended by faculty members is subsequently undertaken by the Acquisitions Division, in concert with Liaison Officers.

d. Cataloging Division (Faculty Publications): The principal responsibility of the Cataloging Division is the cataloging and bibliographic control of open literature materials. However, it sustains a collateral function, maintenance of the Faculty Publications (FACPUBS) List and the annual provision to the Research Office of a camera-ready master copy of Recent Naval Postgraduate School Publications (NPS-012-002PR series). Faculty members are requested to report to the Head Cataloger complete bibliographical data related to their publications. Forms for this purpose are available from academic offices or the Cataloging Division.

**II. Computer Center.** The Computer Center's facilities and all staff members are located on the first floor of Ingersoll Hall. The Center supports a wide range of computer-based services for classwork and research on a network of three IBM 3033-class processors. The principal mode of access for School users is via over 300 IBM 3278 interactive terminals of which a hundred are installed in public workstations in the academic buildings. Each such cluster includes a line printer and a graphics terminal with hard-copy attachment.

The Center and all of its equipment and services are described in a handout, "Introduction to the W. R. Church Computer Center." Copies of this and other Center publications are available in Ingersoll 146, Consulting Office. This room also contains a reference set of manuals on the major IBM and other software, and listings of subroutine and procedure libraries. All services are provided free of charge to faculty members and students engaged in official School work. The computers are not available for private consulting use. Although the service is free to users, computer resources are fully accounted for and monitored. Details of the allocation scheme can be obtained from the Dean of Academic Administration and the Center's handout "IBM 3033-Resource Accounting and Charging."

**III. Other Facilities.** The evolution of the instruction and research programs of the Naval Postgraduate School has resulted in a number of special facilities, most of which are used in support of both programs. Some of these facilities are listed below.

- a. Hybrid Computer and Simulation Laboratory
- b. Ocean Acoustic Wave Facilities
- c. Aeropropulsion Laboratories
- d. Anechoic Chambers
- e. Antenna Measurements Facility
- f. Wind Tunnels; subsonic, transonic, and supersonic
- g. 100 Mev Electron Linear Accelerator
- h. Human Factors Engineering Laboratory
- i. Earth's Field Magnetometers
- j. Metals Creep Laboratory
- k. Precision Frequency Standards and VLF Propagation Laboratory



- l. Wargaming Facility
- m. Flax X-Ray Facility
- n. CAD/CAE facility (to be installed in 1986)
- o. VLSI design facility
- p. Microprocessor laboratories
- q. Graphics laboratories
- r. Laser labs

#### RECREATION FACILITIES

The Naval Postgraduate School's 18-hole golf course is available to faculty members upon payment of greens fees or a monthly membership fee. A driving range and putting green are also located on the golf course site.

An outdoor, heated swimming pool is located on the campus. It is open from May through September on Tuesdays through Fridays from 1200 to 1800 and 1000-1800 on Saturdays, Sundays, and holidays. During the remainder of the year the pool is closed.

Other physical recreation facilities include: a gymnasium (requiring a nominal membership fee) with exercise equipment, basketball court, racquetball, squash courts, a softball field, tennis courts, and picnic grounds.

The Recreation Office, located in the basement of Herrmann Hall, has current folders and maps for the many camping areas, motels, and recreational and entertainment facilities in California. Civilian faculty members may obtain recreation passes for the use of all recreation facilities for themselves and their immediate dependents from this office.

#### PERSONAL SERVICE FACILITIES

1. Banking. A banking facility of the Monterey Branch of the Bank of America is located in the basement of Herrmann Hall, near the Student Mail Center. This branch handles any banking transaction with the exception of granting loans. Normal hours of operation are Monday through Friday from 1000-1500. On military paydays, however, the bank is open from 0900-1500.

Faculty members may have their paychecks deposited directly to their accounts at this bank or any bank or savings and loan association. Arrangements for this service are made at the Civilian Personnel Office.

II. Credit Unions. The Navy Federal Credit Union (NFCU) and the Monterey Federal Credit Union (MFCU) are located in the basement of Herrmann Hall. Hours of operation are from 0800 to 1630 Monday through Friday for NFCU and 0945 to 1600 Monday through Friday for MFCU.

III. Commissioned Officers and Faculty Club. The use of all of the social and recreational facilities of the Commissioned Officers and Faculty Club, with the exception of the Package Store, is extended to civilian members of the Faculty. There is no club membership fee. The Club's facilities include the main dining room, cocktail lounges, and several rooms available for private parties on a reservation basis.

IV. Bookstore. The Navy Exchange Bookstore is open six days a week and offers a complete range of student textbooks, best sellers, greeting cards, magazines/periodicals, records and tapes.

V. Barber Shops. The main Barber Shop located in the Navy Exchange Building is available to civilian faculty members. Its hours of operation are from 0830 to 1630 Monday through Saturday. In addition, there is an appointment Barber Shop in the basement of Herrmann Hall. This is open from 0830 to 1630 Monday through Friday.

VI. Food Services. The Commissioned Officers' and Faculty Club provides cafeteria service for snacks and lunches from 0700 to 1315 Monday through Friday. Lunch is served from 1100. The Navy Exchange operates a cafeteria in the Navy Exchange complex that is open during the Exchange's operating hours.

VII. Post Office. A branch of the U. S. Post Office is located at the rear of Herrmann Hall. It is open from 0830 to 1630 Monday through Friday.

NAVAL POSTGRADUATE SCHOOL  
Monterey, California

14 Dec 88

FACULTY NOTICE

From: Faculty Secretary  
To: Faculty

Subj: FACULTY AND FACULTY COUNCIL OFFICERS LISTING;  
SCHEDULE OF 1989 FACULTY MEETINGS

1. As of this date, the Faculty Council Officers and Faculty Council members are:

Faculty Chairman: Al Coppens 61CZ 2941 (89)

Faculty Secretary: Guillermo Owen 53On 2720 (89)

Executive Board:

A. Coppens 61Cz 2941	M. Weir 53Wo 2608	J. Esary 55Ey 2780
G. Owen 53On 2720	B. Neta 53Nd 2235	M. Bank 034Bt 2582

Faculty Representatives:

Dan Collins	
J. D. Esary	55Ey 2780 (90)
B. Neta	53Nd 2235 (91)

Department Representatives:

Alternates:

52 Computer Science	M. J. Zyda	52Zk 2305	U. R. Kodres	52Kr
53 Mathematics	M. D. Weir	53We 2608		
54 Admin Science	R. D. Evared	54Ev 2646		
55 Operations Res	R. K. Wood	55Wd 2743	A. R. Washburn	55Ws
56 Nat'l Sec Aff	T. C. Bruneau	56Bn 2286	M. Tsypkin	56Tk
61 Physics	R. M. Armstead	61Ar 2125		
62 Elec Comp Eng	M. A. Morgan	62Mo 2677		
63 Meteorology	W. Shaw	63Sr 3430	W. van der Bijl	63Vb
64 DRMEC	F. Melese	6416 2009		
67 Aero Eng	R. Kolar	67Kj 2936		
68 Oceanography	M. L. Batteen	68Bv 3265	J. Nystuen	68Ny
69 Mech Eng	D. L. Smith	69Sm 3383	Y. Joshi	69Ni
034 Aviation Safety	M. H. Bank	034Bt 2582	L. Carter	034Ca
Student Council Representative: LT Cindy Clark			SMC 1525	

Standing Committees:

Professional Practice	C. Wilde	2664	A. Schoenstadt	2662	J. Fremgen
Scholarship	O. Heinz	2121	W. M. Woods	2743	
Ret, Ins & Spec Fun	H. Dahl	2973	H. Titus		R. R. Read
Plans and Facilities	P. Durkee	3465	G. Thomas	2741	X. Maruyama
Nominating	O. B. Wilson	2894	T. Jayachandran	2600	W. Garwood



Research Council Representative: H. A. Morgan 62Mo 2677  
Computer Adv. Board Rep'tive: R. Kolar 67Kj 2536

SCHEDULE OF FACULTY AND FACULTY COUNCIL MEETINGS FOR 1989

Faculty council and faculty meetings for calendar year 1989 are scheduled as follows. Unless word to the contrary is given, the council meetings will all be in Ingersoll 260; faculty meetings will be in Ingersoll 122.

January 24 -- Council meeting  
February 21 -- Winter quarter general faculty meeting  
March 14 -- Council meeting  
April 25 -- Council meeting  
May 30 -- Spring quarter general faculty meeting  
June 13 -- Council meeting  
July 25 -- Council meeting  
August 8 -- Summer quarter general faculty meeting  
September 12 -- Council meeting  
October 24 -- Council meeting  
November 28 -- Annual faculty election meeting  
December 12 -- Council meeting

  
Guillermo Owen  
Faculty secretary

Distribution: NAVPGSCOLINST 5605.2 M (list 3)  
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FACULTY SALARY SCHEDULE  
(ACADEMIC SESSION) 1/  
NAVAL POSTGRADUATE SCHOOL

S T E P	INSTRUCTOR	S T E P	ASSISTANT PROFESSOR	S T E P	ASSOCIATE PROFESSOR	S T E P	PROFESSOR	S T E P	ADMIN FACULTY
A	B	C	D	E	F	G	H	I	J
1	19,345	7	23,382	17	38,110	25	35,993	28	32,316
2	20,018	8	24,054	18	39,045	26	36,728	21	33,051
3	20,691	9	24,727	19	31,581	27	37,463	22	33,787
4	21,364	10	25,400	20	32,316	28	38,199	23	34,522
5	22,036	11	26,073	21	33,051	11,051	38,934	24	35,257
6	22,709	12	26,745	22	33,787	33,787	39,669	25	35,993
7	23,382	13	27,418	23	34,522	34,522	40,405	26	36,728
8	24,054	14	28,091	24	35,257	35,257	41,295	27	37,463
9	24,727	15	28,764	25	35,993	35,993	42,185	28	38,199
10	25,400	16	29,437	26	36,728	36,728	43,074	29	38,934
11	26,073	17	30,110	27	37,463	37,463	43,964	30	39,669
12	26,745	18	30,845	28	38,199	38,199	44,854	31	40,405
13	27,418	19	31,581	29	38,934	38,934	45,744	32	41,295
14	28,091*	20	32,316	30	39,669	39,669	46,634	33	42,185
15	28,764	21	33,051	31	40,405	40,405	47,523	34	43,074
16	29,437	22	33,787	32	41,295	41,295	48,413	35	43,964
17	30,110	23	34,522	33	42,185	42,185	49,303	36	44,854
18	30,845	24	35,257*	34	43,074	43,074	50,193	37	45,744
19	31,581	25	35,993	35	43,964	43,964	51,083	38	46,634
20	32,316	26	36,728	36	44,854	44,854	51,973	39	47,523
21	33,051	27	37,463	37	45,744	45,744	52,863	40	48,413
		28		38	46,634*	46,634	53,753	41	49,303
		29		39	47,523	47,523	54,643	42	50,193
		30		40	48,413	48,413	55,533*	43	51,083
		31		41	49,303	49,303	56,423	44	51,973
		32		42	50,193	50,193*	57,312	45	52,863
		33		43	51,083	51,083	58,202	46	53,753
		34		44	51,973	51,973	59,092	47	54,643
		35		45	52,863	52,863	59,982	48	55,533
		36		46	53,753	53,753	60,872	49	56,423
		37		47	54,643	54,643	61,762	50	57,312
		38		48	55,533	55,533	62,652	51	58,202
		39		49	56,423	56,423	63,542**	52	59,092
		40		50	57,312	57,312	64,432**	53	59,982
		41		51	58,202	58,202	65,322**	54	60,872
		42		52	59,092	59,092	66,211**	55	61,762
							67,101**	56	62,652
							67,991**	57	63,542**
							68,881**	58	64,432**
							69,771**	59	65,322**
							70,660**	60	66,211**
							71,550**	61	67,101**
								62	67,991**
								63	68,881**
								64	69,771**
								65	70,660**
								66	71,550**
								67	72,440**
								68	73,330**
								69	74,220**

\* Maximum in-hiring rate

\*\* The rate of basic pay for employees at these rates is limited by section 5373 of Title 5 of the United States Code to \$62,882 for the academic session.

1/ Compensation for academic duties in addition to those performed in the academic session will be based on the salary for the academic session. An academic session is 217 days.

Approved: Effective 1 January 1989

*[Signature]*  
R. C. ARSIN, RADM, USN





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